

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
SEPTEMBER 15, 1989, IN LISNER HALL  
ROOM 603

The meeting was called to order by Vice President French at 2:16 p.m.

Present: Vice President French, Registrar Gaglione, Parliamentarian Schechter, Berkovich, Burdetsky, Deering, Divita, East, Elgart, Fox, Garris, Graff, Griffith, Keimowitz, Kenny, Kirsch, Moore, Park, Parrish, Robbins, Robinson, Rycroft, Schiff, Seavey, Tolchin, Transrud, Vontress, and Yezer

Absent: President Trachtenberg, Burks, Friedenthal, Holmes, Leonard, Liebowitz, Painter, Prats, Solomon, and Walker

APPROVAL OF THE MINUTES

Vice President French called for approval of the minutes of the regular meeting of May 5, 1989, as distributed. The minutes were approved.

INTRODUCTION OF RESOLUTIONS

On behalf of the Committee on Educational and Admissions Policy, Professor Schiff, Chairman, introduced a Resolution of Appreciation paying tribute to Professor Astere E. Claeysens for his dedicated and valuable service as Editor-in-Chief of the GW Forum and member of the Editorial Board for twenty consecutive years. Professor Schiff read the Resolution of Appreciation, which was unanimously adopted, the original to be forwarded to Professor Claeysens. (Resolution 89/1 is attached.)

REPORT BY MS. VALERIE L. EPPS, EDUCATIONAL OPPORTUNITY PROGRAM, ON THE MULTICULTURAL STUDENT SERVICES CENTER

After introduction by Professor Robbins, Co-Chair of the Joint Committee of Faculty and Students, Ms. Valerie L. Epps spoke about the activities of the Multicultural Student Services Center. Generally, she said, the Center provides some of the same services as the Educational Opportunity Program in terms of tutoring, counseling and scholarship information available to students, and improving the quality of student life. The things that were different about the Center included its ability to accommodate minority students outside of the District and to assist in the recruitment of multicultural students. The name "Multicultural"

was chosen to recognize the cultural diversity that all students bring to the University. Ms. Epps thanked the Senate for the opportunity to speak about the Center and she invited the members to stop by her office in Building HH, 2126 G Street, and to participate in any of the Center's activities.

PRELIMINARY DISCUSSION OF LANGE-COATES REPORT ENTITLED "STRATEGIES FOR RESEARCH"

Professor Griffith first apologized for the fact that some members had not received the Senate agenda with the attached Report on "Strategies for Research." The agenda was delivered to the print shop on time but there was a breakdown in the print shop which delayed printing and mailing of the agenda.

With regard to the report, Professor Griffith explained that the purpose of putting this report on the agenda was to have it distributed to all faculty. He noted that the report has been accepted by the President and that it sets forth a policy or strategy which was intended to guide, not only these immediate decisions, but decisions made with respect to funding in the next few years and, secondly, it sets up a process by which this will be done. Though it was not the intention of the Executive Committee to specifically set out to review an action taken by the administration on the basis of this report, Professor Griffith said the Committee thought that the Senate may very well wish to have some say and some recommendations as to how this process should be handled in the future. Speaking for himself only, Professor Griffith said it seemed to him that the Lange-Coates report raised three principal kinds of issues that the Senate might want to consider: (1) justifiability of a policy for selective funding of certain kinds of research activities; (2) question about the criteria of selection by which the funding decisions were made; and (3) question about the process by which the selection was made.

Professor Griffith said that the Lange-Coates Report was sent directly to both the Executive Committee and to the Senate Committee on Research. When it comes back on the Senate agenda, he said he expected that it would be accompanied by a report with recommendations from the Senate Research Committee with respect to the policies and procedures therein.

Professor Yezer, Chairman of the Fiscal Planning and Budgeting Committee, commented that if one looked at the Senate Resolution on alternative budget processes adopted this past April and read some of the deliberations that were behind it, one would find an argument that there should be some regular and reliable relationship between what the faculty were called upon to do and the incentives and rewards for doing it. He said that it was nice to have money "dropped out of the sky" upon one, but basically that was not a very regular and dependable process.

Professor Tolchin said that in the Executive Committee's discussion of the report, there were some things about it that were troubling, but generally the Committee applauded the University's focus on research. She said that the Senate Committee on Research has been asked to hold open public discussions on the report. Professor Garriss, Chairman of the Research Committee, said that the Research Committee would meet on September 26th to discuss the report and that he was planning to announce that meeting to the faculty so that anyone wishing to participate would be welcome.

At this time, the Chair recognized President Trachtenberg who asked for the floor briefly to explain his absence at the meeting today. He said that he was leaving in the evening for a fund-raising trip to Germany and England, and that he wished to apologize for missing the Senate's first meeting. Before leaving, he introduced Walter M. Bortz, the new Vice President for Information and Administrative Services.

#### GENERAL BUSINESS

##### I. NOMINATION FOR ELECTION OF A REPLACEMENT ON THE EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Griffith moved the nomination of Professor Clemmont E. Vontress, SEHD, for election to the Executive Committee as a replacement for Professor Salvatore R. Paratore, who had resigned from the Senate to serve as Acting Associate Dean of SEHD. No nominations were made from the floor, and Professor Vontress was elected unanimously.

##### II. NOMINATION FOR ELECTION OF CHAIR OF THE ATHLETICS COMMITTEE

Professor Griffith moved the nomination for election of Professor Craig W. Linebaugh as Acting Chair of the Athletics Committee as a replacement for Professor Salvatore R. Paratore. No nominations were made from the floor, and Professor Linebaugh was elected unanimously.

##### III. NOMINATION FOR ELECTION OF REPLACEMENTS ON THE DISPUTE RESOLUTION COMMITTEE

Professor Griffith moved the following nominations for election to the Dispute Resolution Committee: Professor Jan M. Orenstein, Medical School, for a three-year term as a replacement for Professor Yousef Al-Doory, and Professor Seymour Perlin, Medical School, for a one-year term as a replacement for Professor Rudolph Hugh. No nominations were made from the floor, and Professors Orenstein and Perlin were elected unanimously.

##### IV. NOMINATION FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

Professor Griffith moved the nominations for appointment by the President to the following Administrative Committees: GW Forum: Professors Eileen T. McClay, Editor-In-Chief, Miriam V. Dow, and T. P. G. Liverman; University Hearing Board: Professor Stephanie G. Larsen as a replacement for Professor Englander. The nominations were approved unanimously.

V. NOMINATION FOR ELECTION TO SENATE STANDING COMMITTEES

Professor Griffith moved the nominations for election to the following Senate Standing Committees: Appointment, Salary and Promotion Policies Committee: Professors Irving Katz and Richard M. Schlagel; Athletics Committee: Professor Jeanne E. Snodgrass; Educational and Admissions Policy Committee: Professors Kim J. Hartswick, Joseph B. Levy, and Registrar J. Matthew Gaglione; University Development and Resources Committee: Professor Erik K. Winslow. The nominations were approved unanimously.

VI. REPORT OF THE EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Griffith reported on the following items:

(1) On behalf of the Senate during its recess, the Executive Committee approved cosponsoring with the Office of Student Affairs a Parents' Day reception on October 28th, in an effort to increase attendance of faculty to meet with the parents of students. The Executive Committee also approved cosponsoring an exhibit of privately-held works of art owned by faculty at the request of the Director of the Colonnade Gallery; the exhibit will be held in the Colonnade Gallery October 30 - December 1, 1989.

(2) In accordance with the Faculty Code, the Executive Committee was consulted by the Vice President for Academic Affairs on administrative appointments. The Committee met with the final candidate for the new Associate Vice President for Academic Affairs, Dr. Wolfman, and strongly supported her candidacy for that position. The Committee also discussed the restructuring of the position of Dr. Rogers, University Librarian, to Assistant Vice President and University Librarian, and the Committee endorsed that change.

(3) The Hearing Committee reported its findings and recommendations in the grievance of Dr. Lawrence McGowan of the Medical Center against Dr. Alan Weingold, Chairman of the Department of Obstetrics and Gynecology. The Hearing Committee found for the respondent on all charges; a notice of appeal has not been received.

(4) The nonconcurrence in the College of Arts and Sciences, Department of Mathematics, has been placed on hold, pending the

presentation of further evidence relevant to the case.

(5) Vice President Chernak has informed the Executive Committee that the final Report of the President's Budget Advisory Team would be available shortly; and an extensive Report on the Strategic Plan for the Northern Virginia Campus has been received by the Executive Committee which is considering how the Senate might best respond to that report.

Professor Griffith then reported on a matter he addressed on his own initiative. He wrote to the Vice President for Academic Affairs on September 9th, seconding some concerns expressed by Professor Kirsch, Chairman, Committee on Appointment, Salary, and Promotion Policies, noting the exclusion of professional and University service, first from consideration in connection with the recent mid-year merit raises and then as a separate line in the Chair's Comments, on Annual Reports. He said that Vice President French responded by writing to the Deans pointing out the situation to them and he presumed that the Deans will pass along to the Chairs the point that they were not to exclude in their evaluations of Annual Reports consideration of participation in professional societies and service to the University.

In conclusion, Professor Griffith noted the very upbeat tone of President Trachtenberg's address to the Assembly, and he asked that the Faculty Senate be similarly energetic and responsive in organizing committees and taking up Senate business because the Senate was very dependent upon its committees for serious and careful treatment of the issues that come before it. Professor Griffith invited all of the Chairs of Standing Committees to consult members of the Executive Committee with regard to any questions or problems they may have. He reminded the members that the next meeting of the Executive Committee would be held on September 29th to fix the agenda for the October meeting and, if the Chairs have any business to place on the October agenda, they should get in touch with the Executive Committee before that time. He then wished the Senate a fruitful and pleasant semester.

#### VII. ANNUAL REPORTS

Annual Reports for the 1988-89 Session from the Committee on Appointment, Salary and Promotion Policies and Joint Committee of Faculty and Students were received, having been distributed with the agenda.

Professor Kirsch, Chairman, Appointment, Salary and Promotion Policies Committee, suggested that the Senate take time to look at the data on faculty salaries which have been included and the list of the market basket schools for comparison. He said it was particularly noteworthy to see that American University has for the first time passed GW in faculty salaries. Even though George Mason and the University of Maryland were not part of the market basket

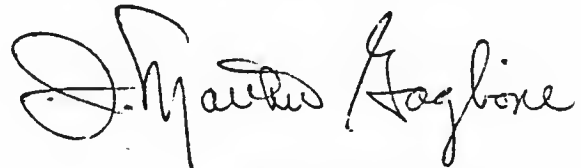
list, for local comparison, they also have passed GW in faculty salaries. Professor Kirsch said that the Senate might wish to keep this in mind when it talks about faculty salaries later on or when it receives information from the Budget Advisory Team and the recommendations that that committee made to the President with respect to faculty salaries.

BRIEF STATEMENTS

Professor Yezer read a statement of tribute to Mike Hamilton. (The tribute is attached and made a part of these minutes.)

ADJOURNMENT

Upon motion made and seconded, Vice President French adjourned the meeting at 3:09 p.m.

A handwritten signature in black ink, appearing to read "J. Matthew Gaglione". The signature is fluid and cursive, with the first name "J. Matthew" written in a more compact style and "Gaglione" written more fully.

J. Matthew Gaglione  
Secretary

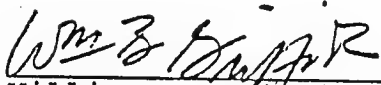
A RESOLUTION OF APPRECIATION (89/1)

WHEREAS, Professor Astere E. Claeysens has served selflessly and with distinction as Editor-In-Chief of the GW FORUM and member of the Editorial Board for twenty consecutive years; and

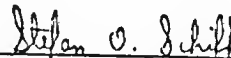
WHEREAS, his outstanding leadership has provided the entire University Community with a publication of exceptional merit; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the deep appreciation of the Faculty Senate be extended to Professor Claeysens for his dedicated and valuable service.



William B. Griffith, Chair  
Executive Committee  
of the Faculty Senate



Stefan O. Schiff, Chair  
Educational and Admissions  
Policy Committee

September 15, 1989

Adopted September 15, 1989

BRIEF REMARKS AT THE MEETING OF THE FACULTY SENATE  
OF THE GEORGE WASHINGTON UNIVERSITY SEPTEMBER 15, 1989

By Professor Anthony M. Yezer, Columbian College

I want to pay tribute and express my appreciation to the person who over the years has done the most to enhance my research and teaching opportunities at GW. This is a man whose quiet persuasion has moved an often reluctant faculty from old to new technology in a way that many of us never believed possible. Respect for him is based on the twin pillars of correct decisions concerning the direction of emerging technology and faculty consultation which considered the human dimension of change. Put another way, this man has earned the respect of faculty both because he has always been right and because he asked us what we thought before he acted.

We often hear discussion of the tension between teaching and research at a university. That tension is manifest most concretely in the area of academic computing where the needs of teaching and research users inevitably compete for limited mainframe resources. Through the years, this man has managed to balance the teaching and research demands in a way that one can only appreciate by going to other universities where one is usually sacrificed to another. Of course I never told him this when I argued that the configuration of VM/CMS would not run my favorite applications program efficiently.

If you are a "computer person," you know the man of whom I speak. He is the first person you ask before buying a new personal computer, or whom people from all over the area consult about the potential academic applications of a newly-announced piece of hardware. He has brought GW its current reputation as the leader in academic computing in the District of Columbia.

He is a man of firm opinions and has told me that I was wrong (and been correct) more often than anyone else on campus. Finally, he has had the good sense to avoid using the words WANG and computer in the same sentence.

For 28 years of patient, professional service and warm friendship extended to many faculty and students, thank you, Mike Hamilton. We will miss you.



(Updated 9/89)

MEMBERS OF THE FACULTY SENATE COMMITTEES  
1989-90 Session

Executive Committee

AcadCen T-525	William B. Griffith, Chairman (CCAS)	4-6265
AcadCen T-736	Charles A. Garris (SEAS)	4-3646
LLib 516	Robert E. Park (Law)	4-6750
ACC 4-425	Alvin E. Parrish (Medical)	4-4243
Monroe 302	Susan J. Tolchin (SGBA)	4-7019
Gelman 714	Robert W. Rycroft (ESIA)	4-7292
AcadCen T-605	Clemmont E. Vontress (SEHD)	4-6856
Rice-8th Fl.	Stephen Joel Trachtenberg, President, ex officio	4-6500

ADMINISTRATIVE MATTERS AS  
THEY AFFECT THE FACULTY

\*Chairman: Robinson, Lilien F., Art

Brewer, Diane, Speech and Hearing

Fife, Jonathan D., Education

Lake, Jerry, Art

Langton, Phyllis, Sociology

Moyer, E. Thomas, Jr., CMEE

Oertel, Yolanda C., Pathology

Wirtz, Philip W., Management Science

Wise, Jarrett M., Health Care Sciences

Zuchelli, Joseph, Physics

ex officio:

Diehl, Charles E., Vice President and Treasurer

Keimowitz, Robert I., Dean of the Medical Center for

Academic Affairs

APPOINTMENT, SALARY, AND PROMOTION  
POLICIES (INCLUDING FRINGE BENEFITS)

\*Chairman: Kirsch, Arthur D., Statistics

Abravanel, Eugene, Psychology

Boswell, John G., Education

Bowling, Lloyd S., Speech and Hearing

Briscoe, William J., Physics

Cawley, James F., Health Care Sciences

Cook, Joel W., Business Administration

Dow, Miriam V., English

Harmon, Michael M., SGBA

Johnson, Diana E., Biological Sciences

Katz, Irving, Mathematics

Lader, Melvin P., Art

Sarkani, Shahram, CMEE

Schlagel, Richard M., Philosophy

Weiss, Ira, Medical School Pediatrics

ex officio:

Diehl, Charles E., Vice President and Treasurer

French, Roderick S., Vice President for

Academic Affairs

\*Member of the Senate

ATHLETICS

\*Chairman, Acting: Linebaugh, Craig W., Speech and Hearing  
Campos, Joseph M., Child Health & Development  
Caress, Edward A., Chemistry  
Dyer, Robert F., Business Administration  
Karp, Stephen A., Psychology  
Linebaugh, Craig W., Speech and Hearing  
O'Rear, Charles E., Forensic Science  
Paup, Donald, HLKS  
Ralph, Michael P., Naval Science  
Smith, Abbie O., CCEW  
Snodgrass, Jeanne E., HKLS  
Wiener, Jerry M., Psychiatry  
Wilkinson, David S., Pathology

ex officio:

Bilsky, Steven, Director of Athletics and Recreation  
Chernak, Robert A., Vice President for  
Student and Academic Support Services  
Warner, Mary Jo, Senior Associate Director of  
Athletics and Recreation

EDUCATIONAL AND ADMISSIONS POLICY

\*Chairman: Schiff, Stefan O., Zoology  
Anderson, Jeffery C., Art  
Brennan, Timothy J., Economics  
Dhuga, Kalvir S., Physics  
Gaglione, J. Matthew, Registrar  
Greenberg, Joseph A., Educational Leadership  
Hartswick, Kim J., Art  
Levy, Joseph B., Chemistry  
Shepherd, Charles C., Jr., Business Administration  
Silver, Sylvia, Pathology  
Sten, Christopher W., English  
Ticktin, Max D., Classics  
Ullman, Daniel, Mathematics

ex officio:

Chernak, Robert A., Vice President for  
Student and Academic Support Services  
French, Roderick S., Vice President for  
Academic Affairs  
Pallett, Anthony T. G., Executive Director for  
Enrollment Management  
Stoner, George W. G., Director of Undergraduate Admissions

\*Member of the Senate

FISCAL PLANNING AND BUDGETING

\*Chairman, Yezer, Anthony M., Economics  
Birnbaum, Philip S., Health Care Sciences  
Bradley, Michael D., Economics  
\*Elgart, Mervyn L., Dermatology  
Freund, Maxine B., Teacher Prep. and Special Education  
Kee, James E., Public Administration  
Mastro, Anthony J., Accountancy  
Moersen, Leo C., Accountancy  
Waters, Robert C., Engineering Administration  
ex officio:  
Chernak, Robert A., Vice President for  
Student and Academic Support Services  
Diehl, Charles E., Vice President and Treasurer  
Keimowitz, Robert I., Dean of the Medical Center for  
Academic Affairs  
Olmo, Ralph J., Comptroller  
Shoup, Robert D., Director of the Budget

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Borgiotti, Giorgio V., EECS  
Grub, Phillip D., Business Administration  
Lingo, Jane T., University Relations  
Rashid, Martha N., Education  
Regnell, Joan R., Speech and Hearing  
Shouldice, Robert, Health Services Administration  
Tidball, M. Elizabeth, Physiology  
Wade, Alan G., Theater and Dance  
ex officio:  
Dorich, Dina, Assistant Vice President for  
University Relations  
French, Roderick S., Vice President for  
Academic Affairs  
Gaglione, J. Matthew, Registrar  
Kaplan, Susan, Assistant to the President

\*Member of the Senate

LIBRARIES

\*Chairman: Seavey, Ormond A., English  
Hitchcock, D. Michael, Art  
Junghenn, Hugo D., Mathematics  
Kennedy, R. Emmet, Jr., History  
King, James C., Germanic Languages  
King, Michael, Chemistry  
Kyriakopoulos, Nicholas, EECS  
McSwain, Cynthia J., Public Administration  
Reeves, Philip N., Health Services Administration  
Saenz, Pilar, Romance Languages

ex officio:

Bader, Shelley, Director, Medical Library  
Caress, Edward A., Assistant Dean of the  
Graduate School of Arts and Sciences  
French, Roderick S., Vice President for  
Academic Affairs  
Head, Anita K., Librarian, Law Library  
Rogers, Sharon J., University Librarian

PHYSICAL FACILITIES

\*Chairman: Divita, Salvatore F., Business Administration  
Greene, Sherwin, Urban and Regional Planning  
Hirabayashi, Donna M., Naval Science  
Lindholm, Roy C., Geology  
Murphree, E. Lile, Jr., Engineering Administration  
Mustone Alexander, Lisa, Health Care Sciences

\*Painter, William H., Law  
Sullivan, Patricia A., HKLS

ex officio:

Dickman, Robert E., Assistant Treasurer for  
Facilities  
Diehl, Charles E., Vice President and  
Treasurer  
Runyon, Donald A., Assistant Treasurer for  
Business and Procurement Affairs

\*Member of the Senate

PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

- \*Chairman: Deering, Christopher J., Political Science
- Cohn, Victor H., Pharmacology
- Courtless, Thomas F., Sociology
- Darr, Kurt J., Health Services Administration
- Gastwirth, Joseph L., Statistics
- Gilmore, Charles M., SEAS
- \*Holmes, Dennis H., Educational Leadership
- Holstrom, Robert W., Psychology
- Kaiser, Paula R., (Emeritus), Anesthesiology
- Morgan, John A., Jr., Political Science
- Pierpont, Howard C., (Emeritus), Surgery
- Silber, David E., Psychology
- \*Trangsrud, Roger H., Law
- Yeide, Harry E., Jr., Religion
- ex officio:
- Burdetsky, Ben, Acting Dean of the School of Government and Business Administration
- Friedenthal, Jack H., Dean of the National Law Center
- Kaplan, Susan, Assistant to the President
- Kenny, Robert, Acting Dean of Columbian College of Arts and Sciences

RESEARCH

- \*Chairman: Garris, Charles A., CMEE
- Adams, William C., Public Administration
- Anderson, Jeffery C., Art
- Baginski, Frank E., Mathematics
- Brandt, Linda J., Psychology
- Englander, Ernest J., Business Administration
- Kramer, Bruce M., CMEE
- Linkowski, Donald C., Human Services
- Loew, Murray H., EECS
- Phillips, Terence, Renal
- Sztejn, Marcelo, Medicine
- ex officio:
- French, Roderick S., Vice President for Academic Affairs
- Lange, Carl J., Vice President for Research (through 8/31/89); Coates, Anthony G. (beginning 9/1/89) as Associate Vice President for Academic Affairs and Research
- Solomon, Henry, Dean of the Graduate School of Arts and Sciences

\*Member of the Senate

STUDENT FINANCIAL AID

\*Chairman: Fox, Raymond R., CMEE

Huve, Gerard, Romance Languages

Johnson, Gary, Naval Science

Sabelli, Bradley W., Theater and Dance

Wright, J. Frank, Art

Zaghloul, Mona E., EECS

ex officio:

Baker, Vicki J., Director of Student  
Financial Aid

Chernak, Robert A., Vice President for  
Student and Academic Support Services

Pallett, Anthony T. G., Executive Director for  
Enrollment Management

Stoner, George W. G., Director of  
Undergraduate Admissions

UNIVERSITY DEVELOPMENT AND RESOURCES

\*Chairman: Berkovich, Simon Y., EECS

Dale, Roland, Health Care Sciences

Liebrenz-Himes, Marilyn L., Business Administration

Mazur, Amy, Teacher Prep. and Special Education

Reaman, Gregory, Child Health and Development

Scott, James L., Emergency Medicine

Steiner, Carl, German

Stephens, George C., Geology

Winslow, Erik K., Behavioral Sciences

ex officio:

Canfield, David W., Director of Medical Center Development

Dorich, Dina, Assistant Vice President for  
University Relations

Worth, Michael J., Vice President for  
Development and University Relations

UNIVERSITY AND URBAN AFFAIRS

\*Chairman: Graff, Lois E., Management Science

Gale, Dennis E., Urban and Regional Planning

Henig, Jeffrey R., Political Science

Keiser, John, Pathology

Lingo, Jane T., University Relations

Nashman, Honey W., HKLS

Perry, James H., Business Administration

Tropea, Joseph L., Sociology

ex officio:

Diehl, Charles E., Vice President  
and Treasurer

Kaplan, Susan, Assistant to the President

Worth, Michael J., Vice President for  
Development and University Relations

\*Member of the Senate

The following committee is not a standing committee of the Faculty Senate but is listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTS

Faculty Members:

\*Co-Chairperson: Robbins, Philip, Journalism  
Bradley, Eileen W., Radiology  
Heller, Rachelle S., EECS  
Jones, Robert G., Religion  
Lynch, William, Educational Leadership  
Moore, Michael O., Economics  
Segel, Frank W., Accountancy

ex officio:

Beil, Cheryl, Assistant Dean of Students  
Chernak, Robert A., Vice President for  
Student and Academic Support Services  
Kaplan, Susan, Assistant to the President  
Kenny, Robert, Acting Dean of Columbian College  
of Arts and Sciences  
Strong, LeNorman J., Director of Marvin Center  
and Student Activities Office  
Wooldridge, Annie, Special Assistant to the  
Vice President for Academic Affairs

Student Members:

Co-Chairperson: (to be elected)  
Downs, Christian  
Farmbry, Kyle  
Josephson, Paul  
Melson, Vollie  
Petramale, Frank  
Swenson, Delaine  
von Ranson, Joel

ex officio:

Morris, John David  
Klee, Jon  
Alperstein, Andy  
Kane, Kerry  
Siblini, Kamal

\*Member of the Senate

THE GEORGE WASHINGTON UNIVERSITY

INDEX OF FACULTY SENATE RESOLUTIONS+

A.A. degree, optional in Columbian College (61/April 14)\*  
Academic personnel and SEAS evaluation (66/14)\*  
Academic plan (65/1)\*  
Administrative officials, review of (73/8)\*\*; Executive  
Committee's consultative role in appointment of (83/3)\*;  
Faculty Consultation in the Appointment of Administrators  
Whose Positions Relate to Academic Matters (87/10)\*  
Admissions procedures,  
international students (83/1)\*; (88/6)\*\*  
Alumni, establishment of Office of Alumni Relations and  
Development and Alumni Association in each Degree-Granting  
School, College or Division (77/1)\*\*; Alumni Affairs,  
establishment of Senate Provisional Standing Committee  
on (81/6)rec (81/6)s\*  
Appreciation, resolution of  
Brewer, John W. (69/18)\*  
Bright, Harold F. (84/7)\*  
Brosnan, Mrs. Ruth (67/2)\*  
Brown, Jr., John A. (66/5)\*  
Claeyssens, Astere E. (75/4)\*  
Cohn, Victor H. (85/4)\*  
Colclough, Oswald S. (64/May 8)\* (65/Oct)\*  
Cronin, Robert E. (69/19)\*  
Elliott, Lloyd H. (72/11)\* (75/6)\* (87/8)\*  
Faris, Robert K. (80/9)\*  
Gelman family (80/20)\*  
Griffith, William B. (86/14)\*  
Hill, Peter P. (81/15)\*  
Houser, Frederick R. (74/8)\*  
Kramer, Norman C. (85/3)\*  
Kraus, Wolfgang H. (65/May)\*  
Martha's Marathon, planners of (65/15)\*  
McIntyre, Margaret (82/1)\*  
Morgan, Jr., John A. (77/13)\* (83/10)\*  
Naeser, Charles R. (66/24)\* (76/4)\*  
Park, Robert E. (66/23)\*  
Pierpont, Howard C. (71/37)\* (87/13)\*  
Professional Ethics and Academic Freedom Committee (75/9)\*  
Robinson, Lilien F. (88/9)\*  
Stevens, Edwin L. (66/6)\* (74/14)\*  
Tupper, Fred Salisbury (63/Dec)\*  
Wood, Reuben (65/10)\* (71/31)\* (80/4)\*  
Arts, support for (85/19)\*\* (86/2)\*  
Athletic Club, establishment of (71/35)t

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+Key:	*adopted	s substitute resolution
	**adopted, as amended	p postponed
	-defeated	rec recommitted
	t tabled	ret returned to committee
	w withdrawn	rfd referred
	d deferred	



Athletics, SEE also Committees,  
     AIAW, Governance of Championships in  
         Women's Athletics (80/8)\*  
     in support of the Development of Stronger Programs in  
         Women's and Men's Intercollegiate Athletics (84/15)-  
     NCAA rule on manifest disobedience (68/17)ret  
     and withdrawal from Southern conference (68/16)\*  
 Audit program for Foggy Bottom residents (78/5)\*\*  
 Award, (faculty) Academic Excellence within the University  
     (88/7)rec  
 Awards, undergraduate education (69/14)t, (79/9)\*  
     (81/13)\* (81/16)\*  
 Benefits,  
     income and past service for retired faculty (65/13)\*  
     tuition, for faculty children (69/13)\*\* (80/19 revision)\*  
 Bicentennial celebration, planning of (74/4)\*  
 Bookstore, university and improvement of service (71/4)\*  
 Budget, Alternative Processes (88/8)\*  
 Butler, United States vs. (72/9)\*\*  
 Calendar, academic, SEE University calendar  
 Chaplains, Board of (67/1)\*  
Code of Student Conduct, revised (87/4)  
 Columbian College, SEE Schools and Colleges  
 Commencement (65/17)- (68/7)t (69/4)\*  
     student participation in selection of speakers (81/1)\*\*  
     guidelines for planning (81/10)\*\*  
 Commendation, resolutions of  
     Administration, for improvement of  
         physical facilities (66/May)\*  
     basketball team, GWU (76/1)\*  
     College of General Studies (65/16)\*  
     debate team, GWU (66/4)\* (76/2)\*  
     Elliott, Lloyd H. (75/6)\*  
     soccer team, GWU (77/10)\*  
     volleyball team GWU women's (77/9)\*  
 Commission on equal opportunity employment (72/8)\*\*  
 Commission on governance of GWU (71/6 - 71/19)\* (71/10)t;  
     and faculty consultation (70/3)\*\*  
 Commission on Report for the Year 2000  
     establishment of Special Committee to study Commission  
     Report (85/6)\*; request for periodic reports by  
     administration to faculty on plans to implement Report  
     (85/15)\*\*; request for creation of procedures to develop  
     a comprehensive plan for the University's future develop-  
     ment (85/18)\*; University Planning (87/9)\*  
Commitments, establishment of (86/5)\*  
 Committees,  
     Admissions and Advanced Standing, discontinued (83/2)\*  
     Alumni Affairs (Provisional-3 yrs.),  
         establishment of (81/6)rec (81/6)s\* (expired 12/84)  
     Appointment, Salary and Promotion Policies (65/Feb 12)\*;  
     transfer of Faculty, Performance and Development  
     Committee (70/15)\*  
     Athletics, AIAW (80/8)\*, and NCAA rule on institutional  
     aid (69/1)\*; student membership (66/12)\*\*; and  
     in support of the Development of Stronger Programs in  
         Women's and Men's Intercollegiate Athletics (84/15)-

## Committees (cont'd)

Educational Policy, academic interaction (66/16)\*;  
change of name (83/2)\*

Executive Committee, chairman and change of title from  
executive officer (71/Dec 18)\*; to replace Executive  
Committee chairman or members when necessary (79/6)\*\*;  
consultative role in the appointment of administrative  
officials (83/3)\*; to restructure (enlarge) and further  
empower (85/14)\*\*; University Planning (87/9)\*

Faculty Performance and Development,  
abolishment of (70/15)\*

Faculty Consultative Committee, procedures for election of  
(regarding selection of a president) (85/11)\*\*

Fiscal Planning and Budgeting, establishment of (74/1)\*;  
Alternative Budget Processes (88/8)\*

Grievance, and need of extra members (78/7)\*\*,  
beginning date of term of service (81/9)\*

Hearing, and reports: Bielski, Lee S. (76/9)\*;  
DePauw, Linda G. (75/7)- (75/8)\* (75/10)\*

Joint Committee of Faculty and Students (67/10)\*\*  
(69/6)\*\* (69/16)\*\* (70/11)\* (72/1)\* (73/3)\* (74/3)\*  
(75/2)\*; support for the visual and performing arts  
(86/2)\*; advising/registration (86/3)rfd; to amend  
University Policy on Academic Dishonesty (87/12)\*

Library Committee, change of name to Libraries Committee  
(85/2)\*; to support additional funding for Library  
acquisitions (87/11)\*

Physical Facilities:  
campus planning (73/2)\* (74/10)\*; endorsing principles  
embodied in revised University Campus Plan (85/20)\*\*  
faculty participation (68/6)\*  
historic Presidents' House on Campus, designation of  
(84/18)s\*  
new buildings (66/1)\* (68/14)\* (71/3)\* (71/32)\*

Professional Ethics and Academic Freedom, SEAS evaluation  
report (66/14)\*; resolution of appreciation (75/9)\*;  
Faculty Consultation in Appointments of Administrators  
Whose Positions Relate to Academic Matters (87/10)\*

Public Ceremonies, creation of a University Committee on  
(84/11)\*; change of name to Honors and Academic  
Convocations (85/1)\*

Research, increase awareness of productive research  
(85/16)\*; promote research seminars and colloquia  
(85/17)\*\*

Scholarship, and change of name (72/3)\*

Senate, (SEE individual committee concerned and also  
Senate, Faculty)

Special, committee-of-one to propose changes in Grievance  
Procedures (81/8)\*

Special, on conflict-of-interest policy (85/10)\*; to  
endorse report of special committee on conflict of  
interest (86/13)rfd

Special, relating to non-tenure-accruing faculty members  
(82/3)\*\*

## Committees (cont'd)

Special, relating to the Vice President for Medical Affairs (74/13)\*\*

Special, to conduct a Self-Study (84/9)\*\*; to extend term of Special Committee (85/5)\*

Special, to study Report of the Commission for the Year 2000 (85/6)\*

Special Senate, appointment of (67/12)\*

Standing:

- eligibility and membership (66/2)\*
- President Elliott's proposal (65/9)\*
- to continue (69/21)\*\*
- to encourage continuity in committee membership (80/2)\*
- to meet at least once early during each Senate Session (80/3)\*

Steering, and all-university assembly (73/10)-

Student Financial Aid (85/13)\*

University Committee on Public Ceremonies, creation of (84/11)\*

University Objectives (66/17)p (69/3)rec (75/1)\* (76/7)\*\* discontinuation of (81/5)\*

University Resources, establishment of (65/4)\*; and change of name (72/7)\*\*; change of name (87/2)ret

University and Urban Affairs (68/1)\*\*; support of the arts to enhance the University's role as a center for cultural activity (85/19)\*\*; to establish a regularly updated publication of Commitments (86/5)\*; to establish University office for community service (86/12)\*

Conflict of Interest,

- on Senate Committees (78/6)\*
- Special Committee on Conflict of Interest Policy (85/10)\*; to endorse report of special committee on (86/13)rfd

Consortium, faculty membership on (68/13)\* (87/7)\*

Convocation, discontinuation of fall (61/Dec 18)\*; mid-year program embellishments (84/1)\*; establishment of an annual Honors Convocation (84/10)\*\*

Council, establishment of for each school, college, and university department (65/Nov 12)\*\*; membership on (65/2)\*

Course offerings,

- majors (65/20)\*
- supernumerary (74/7)\*

Credit, academic,

- through CLEP and AP exams (70/14)\*\*
- for previously audited courses (78/3)-

Curriculum,

- departmental studies of (69/5)rfd
- requirements and supporting activities (69/8)\*

Degree, honorary (66/13A)\*; and committee relating to (66/13)w

Discipline,

- of students, (SEE Student, discipline)
- of tenured faculty members (78/2)rfd
- of University members (68/10)\*

Dishonesty, University policy on academic (67/5)\* (74/9)\*\*  
 (77/3)\*\* (80/7)rec; to amend University Policy on  
 Academic Dishonesty (84/14)\*\* (87/12)\*  
 Discrimination, sex (71/21)\*\*  
 Dress Code (65/21)\*\*  
 Employment, commission on equal opportunity (72/8)\*\*  
 (SEE Faculty, equal opportunity)  
 English Language Requirements for Admission of International  
 Students (88/6)\*\*  
 Environmental/Ecological program, university (69/17)\*  
 Evaluation, student-faculty (77/8)\*\* (81/14)\*\*  
 Examination file, establishment of (80/12)\*; retention of  
 graded exams and papers (86/6)\*\*  
 Examinations,  
 concerning period between end of classes and beginning of  
 (65/19)\* (78/8)\*  
 scheduling of during election (72/6)\*; during inaugural  
 event (68/9)\*  
 Faculty,  
 annual report, modify format of (81/2)\*  
 appointments (84/16)\*\*; tenure and non-tenure-accruing  
 appointments (84/17)\*\*; clarification of (87/5)\*\*  
 award, academic excellence within the University  
 (88/7)rec  
 bibliography of faculty publications (82/6)\*\*  
 consultation of, in University governance (70/3)\*\*  
 development of and departmental effectiveness of  
 (77/5)s;rec  
 emeriti, social occasion for honoring (80/5)\*  
 equal opportunity (81/3)\*\*  
 faculty publications (82/7)\*\*  
 involvement in budgetary process (74/11)\*\* (74/12)\*\*  
 nontenure, appointment of (77/11)\*, (84/17)\*\*; titles,  
 (78/9)\*\* renewability, (79/3)p; (80/21)-; limitation on  
 (80/1)\*\*; special committee on (82/3)\*\*; eligibility  
 for sabbatical leave (84/2)\*; clarification of sabbatical  
 leave policy (87/3)\*; amendment to sabbatical leave  
 policy (88/4)\*  
 part-time faculty (82/8)-  
 performance standards (71/33)\*  
 productivity of (77/5)rec  
 professional responsibility (85/9)s\*  
 promotion (66/19)\* (70/10)\* (76/6)rec  
 real merit increases in salaries of deserving faculty,  
 recommending (80/13)\*  
 restrictions on number of regular faculty positions  
 (77/6)\*\*  
 retirement, gradual (84/3)\*\* (84/12)\*\*  
 salary scales (65/Feb 12)\* (87/1)\*  
 salary, Senior Faculty Guidelines 1982-83, modification  
 of (81/7)\*  
 status, limited service, active (67/9)ret (69/12)\*\*  
 (77/12)\*\*  
 tenure, criteria for (70/10)\*\* (81/4)rfd (81/11)rfd  
 (82/9)s\*\* and promotion (76/6)rec; allocation of  
 (80/22)\*\*; tenure-accruing appointments (84/17)\*\*  
 (SEE also Tenured Faculty)  
 twenty-five years' service, social occasion for honoring  
 (80/5)\*

Faculty Code (64/April 2) (65/14)\*\* (67/9)ret (67/13)\*\*  
 (68/3)- (68/13)\* (73/7)\*\*reconsidered\*\*5/7/76  
Grievance Procedures (78/7)\* (79/4)\*\* criteria for  
 tenure (81/4)rfd (81/11)rfd (82/9)s\*\* allocation of  
 tenure-accruing positions (80/22)\*; academic  
 evaluation of students (81/14)\*\*; eligibility for  
 sabbatical leave (non-tenure) (84/2)\*; clarification  
 of sabbatical leave policy (87/3)\*; amendment  
 concerning sabbatical leave policy (88/4)\*; gradual  
 retirement (84/3)\*\* (84/12)\*\*; amendment to Article  
 X, Faculty Code (84/4)\*\* (85/8)\*\*; amendment to  
Procedures for Implementation of Article X, Faculty  
Code, Paragraph E (84/5)\*\* (85/8)\*\*; amendment to  
Procedures for Implementation of Faculty Code,  
Paragraph F (84/6)\*; amendment with respect to  
 appointments (84/16)\*\*; clarification of appointments  
 (87/5)\*\*; to amend Article III of the Faculty Code,  
 and the Faculty Handbook relating to professional  
 responsibility (85/9)s\*; to implement "Procedures"  
 Section C-5 relating to election of Faculty  
 Consultative Committee regarding selection of  
 University President (85/11)\*\*; recommend amendment  
 to provisions relating to the removal of tenure  
 (86/7)rec; amend provisions relating to the  
 termination of tenure and academic freedom (86/8)\*\*;  
 Faculty Consultation Regarding Appointment of  
 Administrators Whose Positions Relate to Academic  
 Matters (87/10)\*

Faculty Organization Plan,

abolish procedure for four years' review (79/7)\*\*  
 amendment to conform to constitutional change in the  
 School of Medicine and Health Sciences (80/16)\*  
 clarification procedures and vote requirements to consider  
 matters not on the agenda (80/6)\*  
 dispense with reading of minutes (83/5)\*  
 permit cancellation of regular meetings (83/6)\*  
 re-establish May 1 as beginning/ending date of Senate  
 Sessions and of terms of Senate Members (80/14)\*  
 Senate committee membership and eligibility (65/May)\*  
 (65/11)rec (66/8)\* (66/21)\*  
 standing committees of the Faculty Senate (66/2)\*  
 (69/21)\*\* (80/2)\* (80/3)\* (81/5)\* (81/6)\*  
 Fine Arts, establishment of school of (68/18)ret  
Forum, GW

establishment of (68/15)\*  
 to continue publication of (71/1)\* (73/6)\*\* (75/3)\*  
 (78/1)\* (82/5)\*  
 Fringe Benefits, improved, appreciation of (86/1)\*  
 Grades,  
 changes in university grading system (86/9)\*  
 change meaning of "Z" grade (83/9)\*  
 change the CR/NCR Grading Symbol (79/5)\*  
 standardize the disposition of "Incomplete" grade (83/8)-  
 submission of (69/15)t  
 symbols for (78/4)\*\*

Grievance, Procedure  
 for faculty (78/7)\*\* (79/4)\*\*to propose changes (81/8)\*  
 term of service (81/9)\*; amendment to Article X, Faculty  
 Code (84/4)\*\* (85/8)\*\*; amendment to Procedures for  
 Implementation of Article X, of the Faculty Code, Para-  
 graph E (84/5)\*\* (85/8)\*\*; amendment to Procedures for  
 Implementation of the Faculty Code, Paragraph F (84/6)\*  
 for students (76/5)\*\* (77/7)\*\*

Grievance Committee, faculty, and need of extra members  
 (78/7)\*\*; establishment of May 1 as beginning date of  
 service (81/9)\*

Guidelines, for planning Commencement Exercises (81/10)\*\*

Guidelines, Senior Faculty Salary (81/7)\*

GWU Office for Service to the Community, establishment  
 of (86/12)\*

Health care benefits (73/1)\*\* (73/9)\*\* (74/5)\*

Holidays,  
 religious (71/36)\* (72/10)\*\*  
 other (70/12)\*\*; Martin Luther King, Jr. (83/4)\*

Judicial system,  
 modification of and student nonacademic and academic  
 discipline, (SEE Student, discipline)  
 residence board, establishment of (71/23 - 71/29)\*with  
 minor acceptable changes  
 university representative to (70/8)\*

Junior college, abandonment of (61/April 14)\*

Library,  
 acquisitions committee (66/22)\*\*  
 bibliographer (65/7)\*\*  
 budget (65/8)\*; to support additional funding for  
 Library acquisitions (87/11)\*  
 construction of (65/5)\*  
 faculty support of (88/3)s\*  
 fiscal support of (66/22)\*\* (71/20)\*\* (87/11)\*  
 planner, appointment of (65/6)\*  
 public use of (77/4)\*

Memoriam, resolution in  
 Elizabeth Byrne Adams (83/Sept 16)\*  
 Arthur Edward Burns (87/May 1)\*  
 Thomas Henry Carroll (64/Oct 9)\*  
 Alton H. Desmond (77/May 6)\*  
 Mrs. Newell Windom Ellison (61/Feb 17)\*  
 Leon Gintzig (84/March 9)\*  
 Wood Gray (77/Sept. 9)\*  
 Wolfgang H. Kraus (77/May 6)\*  
 Joseph Henry Krupa (64/Nov 13)\*  
 Presson S. Shane (88/May 6)\*  
 Walton Edward Smith (81/Sept 18)\*  
 Carol R. St. Cyr (77/April 8)\*  
 Fred Salisbury Tupper (63/Dec 13)\*  
 Charles Samuel Wise (67/8)\*  
 Reuben Esselstyn Wood (80/April 11)\*  
 Elyce Zenoff (88/May 6)\*

New York Times Selective Guide to Colleges, Senate  
 response (81/12)\*

Nontenure, (SEE Faculty, nontenure)  
 Ombudsman, establishment of office of (73/5)\*\*  
 Physical education-activities building (71/34)\*\* Planning,  
 University (87/9)\*  
 Political campaign, guidelines for on behalf of candidates  
 for public office (70/2)\*\*  
 Presidents' House, Historic, designation of (84/18)s\*  
 Protest on campus (67/4)\*  
 Recruiting, student (67/3)\*  
 Red Lion Row, support of current plans by the University for  
 development of (80/15)\* as revised  
 Registration and ancillary problems (60/10)\*; advising/  
 registration (86/3)rfd  
 Reichard matter (63/Feb 8)\*  
 Residence Board, judicial (71/23 - 71/29)\*with minor  
 acceptable changes  
 Residence Hall Court, resolution to approve charter of  
 (75/5)\*  
 Resolutions concerning other resolutions:  
 extension of (69/2)\* (69/20)\*\*  
 History department response to resolution (75/8)\*  
 concerning Linda DePauw (75/10)\*  
 Retirement,  
 gradual retirement (84/3)\*\* (84/12)\*\*  
 mandatory and benefits (65/14)\*\*; establish special  
 committee on (86/4)\*\*  
 past service benefit income (65/13)\*  
 special committee on benefits (82/4)\*\*; changes in  
 Retirement Benefits (84/8)\*  
 voluntary optional (70/13)\* (72/2)\*  
 Sabbatical Leave, (84/2)\*\* (87/3)\* (88/4)\*  
 Scholarship,  
 committee on, and change of name (72/3)\*  
 honor, Washington area (74/2)\*  
 University Awards (79/9)\*; to be applied in Exchange  
 Programs with Foreign Universities (81/13)\*  
 Scholarship, Board of Trustees,  
 awarded on basis other than financial need (61/Dec 18)\*  
 (72/5)\*  
 dependents of tenured faculty (61/Dec 18)\*  
 foreign students (68/4)\*  
 maintenance of (69/11)\*\* (79/1)\*\*  
 transfer students (72/4)\*\*; sophomore transfer students  
 (81/16)\*  
 Schools and Colleges,  
 Columbian College (61/April 14)\*; and honors program  
 (65/18)\*  
 School, Graduate, of Arts and Sciences (66/Dec 9)\*  
 (66/10)\*  
 School of Fine Arts, establishment of (68/18)ret  
 School of Government and Business Administration (66/3)\*  
 School of Public and International Affairs (66/3)\*; to  
 request adequate time for consultation with faculty on  
 consolidation of (86/10)\*\*; to establish a special  
 committee on consolidation of (86/11)\*



## Senate, Faculty

agenda and availability to schools (61/Oct 18)\*  
 bylaws, amendment to, in order to provide for discussion  
 (66/11)\*  
 bylaws, provisional (65/3)\*  
 bylaws, amendment to encourage continuity in committee  
 membership (80/2)\*  
 bylaws, amendment to meet at least once early during  
 each Senate session (80/3)\*  
 bylaws, amendment to clarify voting requirements for  
 matters not on agenda (80/6)  
 bylaws, amendment to designate September as regular  
 meeting time (80/11)\*  
 bylaws, amendment to dispense with reading of minutes  
 (83/5)\*  
 bylaws, amendment to permit cancellation of regular  
 meetings (83/6)\*  
 bylaws, amendment to re-establish May 1 as beginning/  
 ending date of Senate Sessions and of terms of Senate  
 members (80/14)\*  
 bylaws, amendment to re-name Public Ceremonies Committee  
 to Honors and Academic Convocations (85/1)\*  
 bylaws, amendment to re-name Library Committee to  
 Libraries Committee (85/2)\*  
 bylaws, provisional (65/3)\*  
 candidates for honorary degrees (66/13A)\*  
 committees and revision of Senate bylaws (70/6)-; and  
 President Elliott's proposal (65/9)\*  
 committee of, (SEE Committees)  
 conflict of interest (78/6)\*  
 Executive Committee (SEE Committees)  
 meetings,  
     authorization of observers at (66/9)\*\* (68/5)\*  
     recommendation of student attendance at (65/12)-  
 membership policy (66/7)\* (66/8)\* (66/21)\* (67/3)\*  
 records, preservation of (77/2)\*\*  
 representation of SGBA and SPIA (66/3)\*  
 self-study committee (84/9)\*; (85/5)\*  
 terms of office and dates of election (70/4)\*passed by  
 Assembly 2/9/71;(70/9)\*;(80/14)\*  
 voting privileges of student liaison committee  
 (66/April 14)\*  
 Senior Citizens, audit course program for (78/5)\*\*  
 Smoking,  
     in classrooms (61/May 12)\* (69/7)\*  
     proposed new University Policy on Smoking (85/7)\*  
 Student Council Annual Report to the Faculty Senate  
 (61/April 14)\*  
 Student Court, creation of and University peace (69/2)\*  
 (69/20)\*\*



## Student,

absenteeism (66/18)\*\*  
 academic dishonesty, to amend University policy on (87/12)\*  
 academic evaluation of (81/14)\*\* (82/2)\*  
 advising, undergraduate (88/1)\*  
Code of Student Conduct, revised (87/4)\*\*  
 communication with faculty, administration and Board of  
 Trustees (65/April 9)\*  
 diplomas, undergraduate, specification of major field  
 (88/2)\*  
 discipline, academic (67/6)\* (70/5A)\*\* (73/4)rec;  
 nonacademic and GWU judicial system (70/5B)- (70/5C)-  
 (71/5)\* (74/6)\* (87/4)\*\*  
 dress code (65/21)\*\*  
 financial aid to (85/13)\*  
 government and elections (68/11)\*\*  
 graduate student (full-time) support (88/5)rec,w  
 grievance procedures for (76/5)\*\* (77/7)\*\* (80/17)\*\*  
 (80/18)\*\*  
 international students, admission procedures (83/1)\*;  
 advance cross-cultural communications with (87/6)\*;  
 English language requirements for admission (88/6)\*\*  
 Joint Committee of Faculty and Students (SEE Committees)  
 life, abolishment of committee on (69/6)\*\*  
 recruiting of (67/3)\*  
 rights, protection of (67/7)\* relating to academic  
 evaluation (82/2)\*  
 rights, and responsibilities (69/9)\*\* (80/17)\*\*  
 (80/18)\*\*  
 stipends (76/3)t  
 traffic court, establishment of (71/30)\* with minor  
 acceptable change; undergraduate deficiencies of  
 (71/22)\*  
 undergraduate, enrollment in courses other than those  
 offered by the school or college in which registered  
 (80/10)\*; advising (88/1)\*; diploma, designation of  
 major (88/2)\*  
 Tenured faculty, (SEE also Faculty)  
 Board of Trustees Scholarships for dependents  
 (61/Dec 18)\*  
 disciplinary actions taken against (78/2)rfd  
 tenure-accruing (84/17)\*\*  
 respect of full-time and early retirement (study)  
 (77/11)\*  
 Theatre, inclusion of in University Center (66/15)\*  
 Thor Power Tool Company case, requesting Congressional  
 Committees to exempt book publishers from Supreme court  
 ruling (80/23)\*  
 Tuition benefits for faculty children (69/13)\*\*  
 (80/19 revision)\*  
 Tuition remission policy (68/12)\*  
 University assembly, proposal of steering committee (73/10)-  
 University bookstore, (SEE Bookstore)

University calendar  
     alteration of (66/20)\* (66/25)- (67/11)\* (71/2)\*\*  
         (76/8)- (83/7)\*; changes in (84/13)\*\*; changes for  
         Summer Sessions (85/12)\*  
     campaign recess (70/1)\*\*  
     modified semester plan (70/7)\*  
 University Campus Plan,  
     endorsing principles embodied in revised Plan (85/20)\*\*  
     (SEE Committees, Physical Facilities)  
 University center,  
     establishment of club in (68/8)\*  
     theatre (66/15)\*  
 University Committee on Public Ceremonies, creation of  
     (84/11)\*  
 University gifts and endowments, committee on (65/Nov 12)-  
 University peace,  
     maintenance of (68/2)\*  
     creation of student court (69/2)\* (69/20)\*\*  
     protest on campus (67/4)\*  
 University planning (87/9)\*  
 University professor, establishment of rank of (79/2)\*\*  
 University Smoking Policy, proposed new policy on (85/7)\*  
 Washington Research Library Consortium, faculty  
     participation on Board of Directors (87/7)\*  
 Yeshiva (NRLB and Yeshiva University Faculty Association  
     vs. Yeshiva University) (79/8)\*

Faculty Senate Office  
 August, 1989



THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

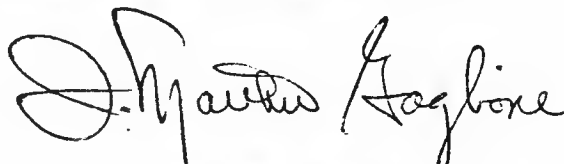
The Faculty Senate

August 31, 1989

The Faculty Senate will meet on Friday, September 15, 1989, at 2:10 p.m., in Lisner Hall 603.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of May 5, 1989
3. Introduction of Resolutions
4. Report by Ms. Valerie L. Epps, Equal Opportunity Programs, on the Multicultural Student Services Center
5. Preliminary Discussion of Lange-Coates Report entitled "Strategies for Research," with accompanying memorandum from Dr. French (report and memorandum attached)
6. General Business:
  - (a) Nomination for election of Professor Clemmont E. Vontress, SEHD, to the Executive Committee as a replacement for Professor Salvatore R. Paratore, SEHD
  - (b) Nomination for election of Professor Craig W. Linebaugh as Acting Chair of the Athletics Committee, as a replacement for Professor Salvatore R. Paratore
  - (c) Nomination for election of a replacement for Professor Yousef Al-Doory, Medical School, on the Dispute Resolution Committee
  - (d) Nomination for appointment by the President to the GW Forum: Professors Eileen T. McClay, Editor-In-Chief, Miriam V. Dow, and T. P. G. Liverman
  - (e) Nomination for election to Senate Standing Committees: Professors Jeanne E. Snodgrass to Athletics Committee; Erik K. Winslow to University Development and Resources Committee; and Kim J. Hartswick and Joseph B. Levy to Educational and Admissions Policy Committee
  - (f) Report of the Executive Committee: Professor William B. Griffith, Chair
  - (g) Annual Reports: Appointment, Salary and Promotion Policies Committee and Joint Committee of Faculty and Students (reports attached)
7. Brief Statements
8. Adjournment



J. Matthew Gaglione  
Secretary

[Updated 8/89]

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.  
THE FACULTY SENATE - 1989-90 SESSION

The Faculty Senate meetings for the 1989-90 Session will be held on the second Friday of each month (exceptions: May, September and January) as follows:

May 5, 1989  
September 15, 1989  
October 13, 1989  
November 10, 1989  
December 8, 1989

January 19, 1990  
February 9, 1990  
March 9, 1990  
April 13, 1990  
The 1990-91 Session  
begins on May 4, 1990

Ex Officio Member (stated by the Faculty Organization Plan)  
Trachtenberg, Stephen Joel      President

Administrative Members (stated by the Faculty Organization Plan)  
French, Roderick S.      Vice President for Academic Affairs  
Gaglione, J. Matthew      Registrar  
(Appointed by the President):

Burdetsky, Ben	Dean, School of Government & Business Admin.
East, Maurice A.	Dean, Elliott School of International Affairs
Friedenthal, Jack H.	Dean, National Law Center
Keimowitz, Robert I.	Dean, Academic Affairs, Medical Center
Kenny, Robert	Dean, Columbian College of Arts & Sciences
Leonard, Leo D.	Dean, School of Education and Human Development
Liebowitz, Harold	Dean, School of Engineering and Applied Science
Solomon, Henry	Dean, Graduate School of Arts and Sciences

Schechter, Roger E.      Parliamentarian

<u>Faculty Members</u>	<u>Term Expires</u>	<u>School or College</u>
Berkovich, Simon Y.	1990	Engineering and Applied Science
Burks, James F.	1991	Columbian College
Deering, Christopher	1990	Columbian College
Divita, Salvatore F.	1990	Government and Business Administration
Elgart, Mervyn L.	1990	Medical Center
Fox, Raymond R.	1991	Engineering and Applied Science
Garris, Charles A.	1990	Engineering and Applied Science
Graff, Lois E.	1991	Government and Business Administration
Griffith, William B.	1990	Columbian College
Holmes, Dennis H.*	1990	Education and Human Development
Kirsch, Arthur D.	1991	Columbian College
Moore, Dorothy A.	1991	Education and Human Development
Painter, William H.	1990	National Law Center
Park, Robert E.	1990	National Law Center
Parrish, Alvin E.	1991	Medical Center
Prats, Francisco	1990	Graduate School of Arts and Sciences
Robbins, Philip	1991	Columbian College
Robinson, Lilien F.	1990	Columbian College
Rycroft, Robert W.	1991	International Affairs
Schiff, Stefan O.	1990	Columbian College
Seavey, Ormond A.	1990	Columbian College
Tolchin, Susan J.	1991	Government and Business Administration
Trangsrud, Roger H.	1991	National Law Center
Vontress, Clemmont E.	1991	Education and Human Development
Walker, Glenn A.	1991	Medical Center
Yezer, Anthony M.	1991	Columbian College

\*(Replacement for Professor Paratore)

THE GEORGE WASHINGTON UNIVERSITY  
INTERDEPARTMENTAL MEMORANDUM

June 22, 1989

TO: William B. Griffith, Chair  
Faculty Senate Executive Committee

Charles Garris, Chair  
Faculty Senate Committee on Research

FROM: Roden <sup>3</sup>S. French  
Vice President for Academic Affairs

RE: "Strategies for Research: Toward Growth and Competitiveness"

I am pleased to forward to you and through you to the members of your respective committees copies of "Strategies for Research: Toward Growth and Competitiveness."

As you well know, the formation of great research universities was one of the major achievements of American higher education in the first half of the twentieth century. For all of their recent difficulties in terms of funding and deteriorating infrastructures, they remain the envy of the world.

Although the George Washington University has been classified by the Carnegie Commission as a Research University II since 1973, our most distinguished graduate programs for the most part have been in professional education and fields of applied research. Our curricula and our research have been designed to serve the educational needs of the federal city. The overwhelming majority of our doctoral students have pursued their degrees on a part-time basis. Perhaps the most vital academic development on this campus over the last thirty years has been the emergence of a wide range of innovative master's curricula tailored to the interdisciplinary educational requirements of the so-called new professions. All of these activities constitute a splendid achievement and one in which we should take due pride, but they are not for the most part research oriented in the usual sense.

Nonetheless, over the last decade, there has been a growing consensus among many faculty and administrators, that GW--without diminishing its commitment to our traditional mission described above--can proceed to identify selected fields for greater institutional support to enable them to move into the first tier of university research programs. This consensus has been trying to find its voice through a series of documents that has included the Year 2000 Report and more recently one chapter in our Middle States self-study.

Those who support this strategy are persuaded that there will be multiple benefits to the University from such a targeted investment. It is self-evident that the morale and self-respect of all research-oriented faculty will be improved by the sign of serious institutional commitment to

Griffith-Garris "Strategies for Research"  
June 22, 1989  
Page Two

this enterprise. Many believe that the reputation of all of our academic programs will be enhanced by a halo effect from nationally recognized research achievements. If true, that cannot fail to be an asset even in undergraduate recruitment. In terms of faculty recruitment, certainly promising younger faculty would be reinforced in their decision to accept appointments with us. We also would become more competitive in the recruitment of outstanding graduate students to work with faculty in these priority fields. The budget of the University would be strengthened by increases in both direct cost and indirect cost funding.

In some of my first conversations with Stephen Trachtenberg, in the spring of 1988 before he had actually assumed the presidency here, it became clear that he wished to strengthen, significantly, the administration and promotion of sponsored research. On the basis of that clear indication of priority interest, I asked Dr. Carl Lange and Dr. Tony Coates to prepare a position paper for his consideration. This report went through an extended period of preparation which I would like to summarize for you.

Drs. Lange and Coates began with an examination of the previous cycle of University planning documents in which certain areas of research strength had been identified by the Deans. They proceeded to convene groups of principal investigators associated with those fields as well as to consult with individual researchers in many disciplines. The objective in this process was to identify a selected number of fields which were positioned to move forward with enhanced support over a specific time period.

This process was taking place at the same time that the new Presidential Budget Advisory Team was at work on a statement of assumptions and recommendations regarding the 1990-91 University budget. In the discussions of the BAT, I consistently argued for the necessity of choosing to choose, i.e., selectively identifying those academic areas in which we are going to strive in the near future for conspicuous excellence at GW whether in teaching or research.

The report on "Strategies for Research" in the form that I am transmitting to you (dated May 4, 1989) has gone through several versions. It appeared twice on the agenda of the Council of Deans and was finally modified in response to changes requested by President Trachtenberg as a condition for his approval.

One word of caution. It is always risky to put in circulation a planning document that contains specific dollar figures. Please remember that these numbers were developed for planning purposes only. Although the administration is committed to the general implementation of this report, actual resource allocations will depend on many factors and undoubtedly will be different from the figures given.

Let me illustrate this dynamic in terms of developments in just the last few weeks. After reviewing all of the strong claims on future resources, the BAT decided to recommend an allocation of \$500,000 in support of this strategic enhancement of research in 1991. Although that was less than the figure proposed in this report, the BAT also recommended that the \$50,000 for equipment matching grants which President Trachtenberg has authorized as a new line in the 1989-90 budget be tripled to \$150,000 in 1990-91. Moreover, in light of a signal from the President that there will be supplemental funds on the academic side next year, I already have authorized Dean Solomon to proceed with the recruitment of a senior geneticist. At the same time, the Department of Statistics has been successful in hiring a distinguished biostatistician as called for in this report. Finally, a corporate foundation has made a gift of some \$60,000 to support graduate students and post-doctoral fellows in the Institute for Reliability and Risk Analysis. All of this is by way of saying that this program of focused research development is well under way, but the precise shape of that development will inevitably vary in some details from the plan as outlined.

I should point out one particularly innovative feature in this document. In addition to the eight well-established fields identified for enhanced support, there is a proposal to explore the formation of a unit in SGBA that would be analogous to the practice plan used in the medical faculty. The concept is of a scheme that would encourage the formation of a center for the study of international financial markets that would bring through the University much of the bona fide research and consulting currently conducted off-campus by that faculty. It will be very interesting to see whether such a concept can be translated into practice.

I would like to close with two observations derived from the experience of developing this policy statement.

(1) No one with whom I have talked whether individually or in groups, whether faculty or deans or other administrators, has quarreled with the proposition that we must go forward selectively, if we are to realize our goals of excellence in teaching and research. The only complaint has been that the list of initially targeted programs was not longer. That, by the nature of the case, is not possible. However, the major modification in the original version of this policy made at President Trachtenberg's request is that approximately \$100,000 will be set aside each year for potential support of other research fields that show promise of developing to the point that they would qualify for inclusion on the priority list for enhanced funding in the next three-year cycle of development.

(2) No one has challenged the eligibility or qualifications of those fields that have been included in the priority list for the first three-year cycle of support. I think this is a good reminder of the importance in general that as we proceed with the strategy of selected, phased emphases in academic program development we must make our decisions openly and on the



Griffith-Garris "Strategies for Research"  
June 22, 1989  
Page Four

basis of clearly stated criteria after consultation with as many colleagues as is feasible.

I trust that on reading this report you and your associates will share my sense of gratitude on several counts. I am grateful to Carl Lange and Tony Coates for giving coherence and focus to the campus-wide longing for advancement of our research enterprise, to the Budget Advisory Team for recommending a high level of financial support for research development, and to President Trachtenberg for his endorsement of this strategy. The net result is a truly unprecedented level of systematic incentives for research at GW which goes hand-in-hand with the President's emphasis on excellence in teaching.

When the fall semester opens, then Associate Vice President Coates and I will take steps to establish the Advisory Committee for Research called for by this report. I am certain that at that point there will be many interesting points for discussion between the Faculty Senate Committee on Research and this new Advisory Committee that will be set up to oversee the implementation of this new strategy and to promote research generally.

RSF:eic

cc: President Trachtenberg  
Vice President Lange  
Assistant Vice President Coates  
Council of Deans

**STRATEGIES FOR RESEARCH: TOWARD GROWTH AND COMPETITIVENESS**

May 4, 1989

## EXECUTIVE SUMMARY

This document presents a strategic plan for strengthening research. In reading it several qualifications must be borne in mind. The budget figures were developed for planning purposes only. Actual allocations may vary significantly, contingent on such factors as available resources in each fiscal year, changes in the programs (decrease or increase) and ability to phase in support. Some budget decisions have been made already that will provide additional resources to some of these programs in 1989-90. Specific budgeting decisions will be made in the context of the University budgeting process based on recommendations of the Advisory Committee for Research.

The thesis of this paper is that there exists at the University an exceptional opportunity to create major research programs in selected disciplines and/or interdisciplinary fields. Issues relating to the development of research generally and to the full development of selected strong programs which could become nationally ranked are discussed. A brief discussion of the background and current status of research precedes the two main parts of the report.

General institutional changes proposed include the following:

1. Establish an Advisory Committee for Research. Appointed by the Vice President for Academic Affairs and chaired by the Vice President for Research, the committee should advise on research priorities, including interdisciplinary efforts.
2. Maintain a fund for providing matching requirements on research equipment applications.
3. Consider models for integrating consulting and research activity of faculty in professional schools with graduate education, such as separate corporations or variants of the medical clinical practice plan. An example of one approach, a Financial Markets Research

Institute, is described at the end of this report.

4. Coordinate efforts between the Development Office and the Office of Sponsored Research to solicit support from alumni and funding organizations for selected research programs.

5. Evolve procedures for selecting faculty whose primary mandate is the development of a research focus or center and related graduate seminars, the raising of endowed and/or sponsored funding and the attraction of high caliber graduate students.

6. Administrative activities related to research, including legal and financial aspects, should be reviewed in order to recommend changes that would reduce duplication of functions and properly allocate functions for maximum efficiency and responsiveness.

Specific research areas were identified based, in part, on research strengths described by Deans in recent planning documents. We talked with key faculty working in the areas identified to determine constraints on research productivity and funding required over a three year period to move research to a significantly higher level of productivity. Descriptions of these specific research programs and related funding requirements are described in the second part of this report. The research areas are the following:

The Biostatistics Center

Genetics Program

Institute for Materials Research

Center for Nuclear Studies

Institute for Reliability and Risk Analysis

Institute for Interactive Computer Graphics  
and Human-Computer Interfaces

Space Policy Institute

Institute of Sino-Soviet Studies

In addition to the above listed research areas, a proposed Financial Markets Research Institute is described as an example of one model for integrating consulting and research with

graduate education in a professional school.

The estimated funds needed over a three year period are summarized as follows (See Appendix II for more detailed listing of funds for each program):

#### TOTAL FUNDS FOR RESEARCH PROGRAMS

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
FACULTY	167,000	217,000+	217,000+
TECHNICIANS	75,000	75,000+	75,000+
EQUIPMENT & FACILITIES	150,000	100,000	50,000
FELLOWSHIPS	220,000	306,000	330,000
ADMINISTRATIVE SUPPORT	142,600	144,600	144,600
SOFTWARE DEVELOPMENT	30,000	30,000	30,000
VISITORS, SYMPOSIA	60,000	60,000	60,000
<u>TOTALS</u>	<u>844,600</u>	<u>932,600</u>	<u>906,600</u>

Fellowship support needed is listed below for each of the designated programs:

#### FELLOWSHIP SUPPORT

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
GENETICS	48,000	96,000	96,000
MATERIALS	60,000	60,000	60,000
NUCLEAR PHYSICS	16,000	40,000	64,000
RELIABILITY	30,000	30,000	30,000
GRAPHICS	22,000	22,000	22,000
SPACE	14,000	28,000	28,000
SINO-SOVIET	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
<u>TOTALS</u>	<u>220,000</u>	<u>306,000</u>	<u>330,000</u>

The requirements for fellowship support are generally in addition to what can be supported from research funding. Tuition

support is requested for each graduate student supported by a stipend. Each of the programs would expect to provide additional graduate student support, especially for advanced students. Each of the programs represented estimate student support as follows: Genetics-fully expects to augment support, but cannot estimate at this time; Materials-could support at least one student from research; Physics-could support three students at dissertation stage but need tuition support for them; Reliability-could support one student from grants in each of the three years; Graphics-currently supporting seven at level of \$15,000 each including tuition and one at a lower level of support--these students are at an advanced level.

We propose that this initial investment in the nationally ranked programs should be followed up by a concerted effort to raise endowments and other funding through the Development Office and Alumni Relations.

We view the proposals presented in this report as the basis for a new commitment to strengthening research at the University. Clearly, there are important programs not included which deserve support and should be the focus of a second stage of development. Also, the emphasis on nationally-ranked programs should in no way preclude the encouragement of individual research efforts. Indeed, the proposals of the report are intended to provide a supportive environment for research generally, both large scale programmatic efforts and individual research efforts.

In addition to the eight fields targeted for enhanced support in this first cycle, funds should be set aside (approximately \$100,000) to be made available to support proposals for new departmental or interdisciplinary programs submitted through deans to the Advisory Committee for Research. This funding may lead to initiation of new research programs that will merit support in the second three year cycle of research enhancement.

This document proposes a three-fold strategy to enhance research. (1) Funds should be made available to strengthen existing research programs according to a plan of strategic selection as identified in this report. (2) Funding (initially approximately \$100,000) should be made available to support proposals for new departmental or interdisciplinary programs submitted through deans to the Advisory Committee for Research. (3) Individuals should continue to apply for support from the University Committee on Research.

With the implementation of the recommendations of this report, mechanisms will be in place to pursue a continuing strategy of funding research aimed at strengthening identified research programs of national rank, supporting the initiation of new departmental and interdisciplinary programs and encouraging individual research efforts.

## STRATEGIES FOR RESEARCH: TOWARD GROWTH AND COMPETITIVENESS

Major research universities have been successful in attracting funding by making substantial investments in faculty who pursue active and productive research careers.

The thesis of this paper is that there exists at the University an exceptional opportunity to create major research programs in selected disciplines and/or interdisciplinary fields. Our unique metropolitan setting in the nation's capital and in the midst of numerous and varied research installations provides many research opportunities which could lead to both financial and academic growth. These opportunities are being pursued aggressively by other universities in the area, including the University of Maryland, Johns Hopkins, Georgetown and George Mason. The George Washington University has been classified as a research university by the Carnegie Commission since 1973. However, recently there has been a very marked increase in the level of research activity both in terms of proposals submitted and awards received. This indicates that our faculty are becoming significantly more research-oriented. Accompanying this increase there has emerged a number of strong research areas which, we feel, with adequate institutional support can develop into nationally-ranked programs. This paper will deal with issues relating to the full development of such programs as well as to the development of research generally at the University.

We wish to emphasize most strongly that this effort should be an additional and complementary one to our current support of research and is particularly focused on areas of research activity involving more than one faculty member and sometimes more than one department or school. Clearly, there are important programs not included in this report which may deserve institutional support. They should be the focus of a second stage of development. The emphasis on these nationally-ranked programs should in no way preclude the encouragement of individual research efforts. Indeed, the recommendations are intended to provide a supportive general environment for research, including both large scale programmatic efforts and individual research projects.

The opportunities we refer to are already reflected by the present configuration of the University; some 10,000 graduate and professional students (including M.D. students) compared to 7,000 undergraduate students. Graduate and professional students (including M.D. students) generated approximately 62 million

tuition dollars in 1987-88. The graduate and professional tuition of 62 million plus indirect costs of approximately 7.2 million in 87-88 bring the total dollars derived from this sector to 69.2 million. This total does not include the unquantifiable contribution to educational programs resulting from direct cost support of sponsored research and sponsored programs.

A full summary of information relating to the dollar volume of sponsored research and sponsored programs in terms of proposals submitted, awards received, expenditures and indirect cost recovery is provided in Appendix I. To summarize briefly, total expenditures reached a high of 33 million dollars for FY88 compared to 27.6 million for FY87 and 24.1 million for FY86. The dollar value of awards for all active projects during FY88 was approximately 52 million compared to 41 million for FY87 and 37 million for FY86. Indirect cost recovery was 7.2 million for FY88, 6.4 million for FY87 and 5.8 million for FY86. Tables showing this type of information, including active awards for schools and departments, are provided in Appendix I.

In this report we discuss general institutional changes that are required to foster a significant increase in research productivity, and, then, we identify those specific research areas which by virtue of existing national reputation deserve investment and development now.

#### GENERAL INSTITUTIONAL CHANGES

1. We recommend that an Advisory Committee for Research be established. This committee should be appointed by the Vice President for Academic Affairs and chaired by the Vice President for Research. The committee should include faculty active in research, representatives nominated by the Deans, the Chair of the Senate Committee on Research (ex officio) and appropriate staff member(s) from Sponsored Research (ex officio). The committee should advise on research priorities, including interdisciplinary efforts.
2. Research equipment applications require matching funds by the University. The fund which has been established for this purpose should be maintained and increased annually until an identified ceiling is reached.
3. Research and consulting activity, now conducted outside the University by faculty in the professional schools, might be better integrated within the University by establishing separate corporations or variants of the medical clinical



practice plans. The objectives would be to better integrate these activities with graduate education, provide quality control and share income with schools and departments. An example of one approach, a Financial Markets Research Institute, is described at the end of this report.

4. The Development Office and the Office of Sponsored Research should coordinate efforts to identify and solicit support from alumni and funding organizations for selected research areas. These efforts should capitalize on current research strengths such as those defined later in this report.
5. The University needs to evolve procedures for selecting faculty whose primary mandate is the development of a research focus and the development of related graduate seminars, the raising of endowed and/or sponsored funding and the attraction of high caliber graduate students.
6. Administrative activities related to research, including legal and financial aspects, should be reviewed in order to recommend changes that would reduce duplication of functions and properly allocate functions for maximum efficiency and responsiveness.

We view the proposals, including support of the specific research objectives listed below, presented in this report as the basis for a new commitment to strengthening research at the University. Clearly, there are important programs not included which deserve support and should be the focus of a second stage of development. Also, the emphasis on nationally-ranked programs should in no way preclude the encouragement of individual research efforts. Indeed, the proposals of the report are intended to provide a supportive environment for research generally, both large scale programmatic efforts and individual research efforts.

In addition to the eight fields described below, which are targeted for enhanced support in the first three year cycle, funds should be set aside (approximately \$100,000) to be made available to support proposals for new departmental or interdisciplinary programs submitted through deans to the Advisory Committee for Research. In this way, new programs can be initiated which may hope to become candidates for selection in the second three-year cycle of research enhancement.

In summary, this document proposes a three-fold strategy for strengthening research. First, funds should be made available to

strengthen existing research programs according to a plan of strategic selection. The first set of eight programs with proposed support is described in the next section. Second, funding (approximately \$100,000) should be made available to support proposals for new departmental or interdisciplinary programs submitted through deans to the Advisory Committee for Research. Third, individuals should continue to apply for support from the University Committee on Research.

With the implementation of the recommendations of this report, mechanisms will be in place to pursue a continuing strategy of funding research aimed at strengthening identified research programs of national rank, supporting the initiation of new departmental and interdisciplinary programs and encouraging individual research efforts.

#### SPECIFIC RESEARCH OBJECTIVES

We now move to the other objective of this paper, which is to present specific suggestions for resource allocations during a three year period to enhance selected research programs already recognized nationally. With limited resources it is necessary to define priorities. We recommend that these projects be selected for supplemental funding. We also recommend that the University target these areas for financial development by coordinating with the Development Office and Alumni Relations to raise endowment specifically for these projects.

We took as our starting point selected research strengths identified in the 5-year plans of each dean. We then talked with faculty in those fields about constraints on research productivity and funding required to move research to a significantly higher level of productivity. The sections below briefly describe the selected research programs and the results we might expect from them over the next five to ten years. The budget figures were developed for planning purposes only and any actual allocations may vary significantly depending on the many considerations that influence such decisions during the budgeting process.

GRADUATE SCHOOL OF ARTS AND SCIENCES  
COLUMBIAN COLLEGE OF ARTS AND SCIENCES

THE BIOSTATISTICS CENTER  
Director, Dr. John Lachin

The Biostatistics Center enjoys a superb national reputation. The Center was initiated at the University by Professor Jerome Cornfield, one of the premier statisticians of his time, when he was appointed to the faculty of the Department of Statistics in 1972. There are currently on the staff 12 professional statisticians, in addition to a director. Four faculty members in the Department of Statistics are also involved in the Center. There are a total of 77 staff members. Typically, the Center has a set of about 12 research projects which engage in long-term studies, mostly for NIH, of diseases and medical treatments. These clinical trials and case control studies provide valuable information on a continuing basis related to incidence of various diseases and medical disorders and the efficacy and safety of medical treatments. Such research provides a testing ground for new and developing statistical methods, frequently leading to major advances in the field of statistical methodology. The Center currently is funded at approximately 5.4 million dollars annually with about one million of this being subcontracted to other universities.

The Center operates as a sponsored research activity in the Department of Statistics. The Director holds a faculty appointment in the Department of Statistics. He teaches one course per semester and coordinates the activities of the Center with the Department: Fifty per cent of his salary is provided by the Department which supports, in part, his administrative duties in furthering the work of the Center. The Center and the Department of Statistics currently are recruiting a senior level theoretical statistician. This type of position has been funded 50% by the Department for previous incumbents. It will provide sound theoretical expertise for the various projects in the Center, provide leadership in the development of new efforts, and will help to strengthen the academic ties of the Center and the Department. The Center requests and we support the request that the teaching load of this appointment be set at 3-4 courses per every two years in order to provide the time for enhancing the research productivity of the Center and the Department. This position, like the Director, will be a fully integrated faculty member of the Department of Statistics.

This approach is one model of how centers of research can be established which have strong academic ties and have key faculty

devoting efforts to the promotion of research with partial support from the University through reduced teaching loads. The research promotional efforts of such faculty need to be recognized and rewarded if such centers are to flourish.

Currently, three staff members are pursuing graduate studies in statistics, ranging from initial graduate study to advanced doctoral work. One graduate research assistant is supported by a grant related to statistical methodology.

The indirect cost recovery in FY88 was approximately \$600,000.

Additional levels of support by the University beyond course reduction for the theoretical statistician are not required at this time.

GOAL: An internationally-known Center with funding expanded to a level of \$10 million.

GENETICS PROGRAM  
Director, Dr. Stefan Schiff

Genetics is currently one of the "hottest" fields in biomedical science. With practically no investment of resources, this program has gradually grown to be one of the largest doctoral programs on campus (currently with 75 graduate students), thanks to the remarkable efforts of Professor Schiff. Many of these students are working and doing research with NIH researchers. Others are working in our basic medical science departments at the Medical Center and in other government and private agencies.

With proper investment of resources and appropriate cooperative research programs this could become one of the major genetics programs in the nation. Steps need to be taken initially to add faculty with strong research programs. Two new faculty, each with major research funding, should be sought in national searches. One laboratory, for one of these appointments, is available in the Biology Department. The other faculty member should form a new liaison with a reoriented program in the basic medical sciences, focused around Professor Kumar in Biochemistry, and this should be housed in Ross Hall. A requirement of these appointments should be an agreed level of research funding and graduate level support to be obtained within five years. These appointments should be made with the understanding that research productivity is a major

responsibility, with appropriate adjustment in teaching load, and recognition by the Department that research promotion and productivity will be rewarded. The faculty of the Genetics Program should seek funding through the Office of Sponsored Research, with NIH and other outside sponsors, and through the Development Office from private donors.

In addition, stable support by the University for a core group of full-time graduate students is needed. These students would be involved intensively with faculty in support of research and teaching.

There is considerable urgency to the development of this field in that Johns Hopkins and the University of Maryland are both moving into competition with us and will be established in about 3 years. A new GWU Center for Molecular Genetics, eventually with its own physical facility, would be both a financial and an academic asset to the University, leading to new biomedical applications. Development of the Northern Virginia Campus may provide the necessary space and facilities for such a center.

ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Faculty positions*	60,000	110,000	110,000+
Lab equip. & facilities	50,000	50,000	0
Fellowships**	48,000	96,000	96,000
	plus	plus	plus
	tuition	tuition	tuition
Administrative***	<u>22,000</u>	<u>24,000</u>	<u>24,000+</u>
TOTALS	180,000	280,000	230,000+

\*Including fringe benefits - hiring new faculty will be phased over two years.

\*\*Four new fellowships at \$12,000 each in 89-90 and 90-91 with a total of eight.

\*\*\*Support costs for the Director of the Program.

GOAL: An internationally-known Center for Molecular Genetics.

INSTITUTE FOR MATERIALS RESEARCH  
Directors, Dr. Charles Gilmore and Dr. David Ramaker

We currently have the potential for a significant center in materials research which would be jointly organized by Professor Ramaker, Chemistry Department, GSAS, and Professor Gilmore, SEAS, with participation of faculty from three departments: Chemistry, Physics, and Civil, Mechanical and Environmental Engineering. The current facility has about \$200,000 of equipment obtained with internal and external funds and surplus equipment. Professors Ramaker and Gilmore are currently funded at approximately \$176,983 (\$916,000 since 1980) and \$148,998 respectively and are pursuing joint funding for materials research. They are currently working together in building up a materials lab and have graduate students working together in the lab.

Prof. Ramaker is primarily a theoretician. The two research professors and a research associate, supported during the last several years by his grants, are also theoreticians. He has received funding in the areas of combustion, surface science, and materials research and most recently in the area of the new high temperature superconductors. His efforts in materials science primarily involve characterization of materials via spectroscopic techniques. Prof. Gilmore has for several years obtained funds to prepare thin films and has a facility for preparation of state of the art thin films. Recently he has also obtained instrumentation for characterizing the films. During the past three years, he has also been developing a computer modeling effort to understand thin film crystal growth with energetic atoms. Collaboration between these two professors is a natural, as one prepares the thin films, and the other is interested in characterizing them and both have a strong interest in theory.

A materials research institute under the direction of Profs. Gilmore and Ramaker would have a very strong theoretical base. This is important because far too often materials research, although usually done in an experimental vacuum, is also done in a "theoretical vacuum", which is inappropriate for a university where basic and fundamental research should be carried out. They envision an experimental effort to support theoretical and fundamental research. This is ideal for GWU considering the limited funding available from the University and considering the large, more applied, experimental effort existing at the several government and technical research labs in the Washington area.

To further develop this program in materials research a much improved laboratory facility is a first priority. This will require adequate funding for support of a technician for the laboratory. Appropriate equipment is an important factor in this research and proposals for research equipment routinely

require 25-50% cost sharing.

Finally graduate support in these areas must be provided for students at about the level of the current Presidential Merit Fellowships.

ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Technician	30,000	30,000+	30,000+
Equipment Cost Sharing	50,000	25,000	25,000
Grad. Student Support*	60,000	60,000	60,000
Clerical Support**	<u>15,000</u>	<u>15,000+</u>	<u>15,000+</u>
TOTAL:	155,000	130,000+	130,000+

\*To increase stipend support of graduate students.

\*\*Support to assist in administration related to research activities.

GOAL: To establish an interdisciplinary Materials Research Center of national reputation with significant sponsored research support.

CENTER FOR NUCLEAR STUDIES  
Director, Dr. Donald Lehman

We have an internationally recognized group of faculty in theoretical and experimental nuclear research which is currently funded by the Department of Energy and the National Science Foundation. The program is directly linked to the Southeastern Universities Research Association (SURA), in particular, the Continuous Electron Beam Facility (CEBAF) and, if properly nurtured and encouraged, should considerably raise its level of funding from outside agencies. Faculty have been participating in planning research to be done at CEBAF over the past several years. When CEBAF is functioning, the faculty and students will be in a position to use this facility to do research in areas that will be dominant in physics for the next decade and a half.

The modification of the basement of Corcoran Hall, now scheduled for completion by early Spring 1989, is essential to allow design, construction and testing of nuclear detectors to be used at national and international accelerator facilities. There is an acute need for additional space to house post-doctoral researchers and research assistants. This need could be served

best by transferring NROTC to space available elsewhere and freeing this area in Sampson Hall for the Physics Department. This program requires a full-time qualified machinist and could benefit greatly from full-time graduate student support. The extensive amount of grant management needed in this program requires administrative support staff.

Funding for this group in 87-88 was approximately \$380,000 and in 88-89, \$449,000. This is an example of a research program involving ten faculty fully integrated in the Department and participating in an advanced research facility. It will bring opportunities for both research and education to graduate students and faculty in the most advanced areas of nuclear physics over the next decade.

ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Machinist	45,000	45,000+	45,000+
Support Staff	30,000	30,000+	30,000+
Grad. Student Support*	16,000	40,000	64,000
	plus	plus	plus
	tuition	tuition	tuition
Center Admin. Costs	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
TOTALS	106,000	130,000+	154,000+

\*To increase stipends of graduate student support for four students in 89-90 and add two per year, thereafter, to a total of eight in 91-92.

GOAL: An internationally-recognized nuclear facility fully maximizing the resources of SURA and CEBAF.

SCHOOL OF ENGINEERING AND APPLIED SCIENCE

INSTITUTE FOR RELIABILITY AND RISK ANALYSIS  
Director, Dr. Nozer Singpurwalla

Dr. Singpurwalla is an internationally renowned figure in his field and has single-handedly made the University one of the three premier universities in the country for Reliability Studies. His funding in 87-88 was approximately \$195,000 (approximately \$725,000 since 1985).

He was the recent principal investigator on a \$7,700,000 proposal to NSF for a cooperative Center for Reliability Studies with the University and Florida State University. The Center,



one of 323 proposals reviewed nationally, was not funded, but reviews indicated that a Center based only at GWU in Singpurwalla's area would have been highly recommended. Dr. Singpurwalla needs at least one other faculty member, joint between Statistics and Operations Research, to reach a "critical mass" for the Center. Other funds indicated are for the visits of distinguished faculty and the investment in marketable software. Finally, two additional Presidential Merit Fellowships are needed to develop research capacity and foster academic growth. This is a highly funded and potentially very rewarding area of research for the University.

ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Faculty	35,000	35,000+	35,000+
Software Development	30,000	30,000	30,000
Grad. Student Support	30,000	30,000	30,000
	plus	plus	plus
	tuition	tuition	tuition
Visitors, Symposia	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
TOTALS:	135,000	135,000+	135,000+

GOAL: To expand the present international reputation as a research center into an industrially applied Institute used by major companies to design and purchase software systems and applied reports.

INSTITUTE FOR INTERACTIVE COMPUTER GRAPHICS AND HUMAN-COMPUTER  
INTERFACES

Director, Dr. James Foley

Professor Foley has a national reputation in the area of computer graphics. The goals of this program are to establish theoretical and scientific foundations for the construction of creative user interfaces with which computer users can effectively perform their tasks, easily learn how to use the underlying system, and be more satisfied. To achieve these goals, the researchers investigate human factors in interactive system design, utilization of advanced graphics such as 2D- and 3D- visualization, application of artificial intelligence techniques to user interfaces, methods to develop tools to design

user interface prototypes, and development of innovative interaction techniques using non-traditional interaction devices. A guiding principle is that user-computer interface design is the last frontier in computer science and needs to be explored to make computers available to everyone. This Institute needs to develop by increasing Graduate Teaching Support and to support both the Director and a clerical staff member to focus the Institute's activities both in proposal writing and to organize seminars. NSF grants in computing also require about 20-30% equipment cost sharing.

ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Graduate Student Support*	22,000	22,000	22,000
	plus	plus	plus
	tuition	tuition	tuition
Administrative Salaries	32,400	32,400+	32,400+
Seminars Series	20,000	20,000	20,000
Equipment Cost Sharing	<u>50,000</u>	<u>25,000</u>	<u>25,000</u>
TOTAL:	124,400	99,400+	99,400+

\*To increase graduate student support and provide summer support for two students.

GOAL: A national center, independently supported by sponsored and endowed funding, to lead research in the improvement of human interaction with computer systems.

ELLIOTT SCHOOL OF INTERNATIONAL AFFAIRS

SPACE POLICY INSTITUTE  
Director, John Logsdon

The Space Policy Institute conducts research on space policy issues, organizes seminars, symposia and conferences on various space-related topics, and offers graduate courses in space policy. The Institute provides a setting in which scholars, policy analysts and practitioners work together to examine and evaluate options for the nation's future in space. The Institute Director, Professor John Logsdon, has an international reputation as a space policy analyst; with every major space event, he brings broad publicity to the University through his comments on

all national TV networks and in the national and international print media.

The Space Policy Institute has organized major meetings on "Developing the International Agenda for Space Exploration," "The Future on Commercial Space Transportation," and "Solar System Exploration: Origins, Evolution, and Future Prospects." Its research activities range from a major focus on the future prospects for international space cooperation to the scientific and engineering careers of NASA doctoral trainees. The Institute was recently selected by NASA to prepare a documentary history of the space age. Several University graduates who have focused their studies on space policy are assuming important positions in the space field.

Through December 1988 the Institute had received almost \$150,000 from foundation and corporate supporters and almost \$300,000 in NASA grants and contracts. Private sector funding has come from the Sloan and Rockwell Foundations and from Martin Marietta, Boeing Aerospace, McDonnell Douglas Astronautics,, Fairchild Space Company, and Lockheed Engineering and Sciences Company.

ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Support Staff	18,200	18,200+	18,200+
Grad. Student Support*	14,000	28,000	28,000
	plus	plus	plus
	<u>tuition</u>	<u>tuition</u>	<u>tuition</u>
TOTALS	32,200	46,200+	46,200+

\*One fellowship awarded each year for two-year program.

GOAL: To be the leading center for Space Policy research in the nation.

INSTITUTE OF SINO-SOVIET STUDIES  
Director, Dr. James Millar

The Institute was created in order to establish a strong, interdisciplinary program of study concerned with Russia and the Soviet Union, East Europe, and East Asia and to foster and conduct research on problems concerning the history and culture, economics and politics of the geographic areas noted above.

The organization of the Institute was designed to bring

together in one locale faculty from various disciplines who shared common research interests. This would foster communication and interaction in research, teaching, policy analysis and public outreach interests. The non-departmental organization was also designed to facilitate raising external funds. [In fact, until very recently virtually all of the non-salary expenses of the institute were totally funded by outside funds. In addition, some \$70,000 in full and part-time faculty salaries were being covered annually by external funds.]

The Institute was formed in the fall of 1962 and approved by President Carroll and Dean Woodruff of the School of Government, Business and International Affairs (SGBIA) with Kurt London as Director. Franz Michael was brought on in 1964 as Associate Director.

In 1966, SGBIA was split into two separate schools, SGBA and the School of Public and International Affairs (SPIA) comprised of four components:

- Department of International Affairs
- Public Affairs and Economic Policy program
- Institute for Sino-Soviet Studies
- International Politics programs from war colleges

Over the years, the Institute has acquired a national and international reputation. Many of its students are well placed in various private and government institutions. Individuals who are affiliated with the Institute or have participated regularly in its programs are major figures in the community of policy makers dealing with the Soviet bloc and East Asia. Its activities include weekly colloquia focusing on the Soviet Union-East Europe and on East Asia, an ISSS Reprint Series now totaling 151 reprints of articles written by ISSS faculty and associates and sent to over 400 individuals, The Journal of Northeast Asian Studies published by the Institute and sent to over 600 subscribers, over 200 of which are foreign addresses and high level policy conferences held in cooperation with prestigious government-related institutes abroad. These have been externally supported, and in several cases there has been a series of annual conferences held in Washington and abroad, e.g., in collaboration with the Institute of the Far East in Moscow, the Institute of Contemporary International Relations in Beijing, and the Yomiuri Shimbun conferences in Tokyo.

There are several recent developments that will have a major impact on the future of the Institute. First, in January 1989, Peter Reddaway, an internationally-recognized senior scholar in Soviet affairs, joined the Elliott School and the Institute. Second, Dr. James Millar, a very distinguished professor and economist of the Soviet Union, has been appointed Director of the Institute effective August 1989. Third, Gaston Sigur, former

Assistant Secretary of State for East Asian and Pacific Affairs and former Director of the Institute, will become affiliated with the Institute as Distinguished Professor of East Asian Affairs in February 1989. Fourth, Sharon Wolchik is coordinating a program of activities on East Europe, an area experiencing great change and renewed interest from various sectors. Finally, in 1987, anticipating the appointment of a new Director, a full-scale review of the Institute was carried out and provides the basis for future activities.

It is a particularly opportune time to invest additional funds in a research program focusing on the Soviet Union and East Europe. The purpose would be to describe and explain the dynamics of the wide-ranging changes taking place there, focusing specifically on Soviet decision-making, the changing roles of forces and institutions in domestic politics, the interplay of domestic and international factors, particularly social and economic, a comparison of these changes to those taking place in China and an analysis of the impact of changes in the Soviet Union and East Europe on the Pacific Rim.

The critical core of high quality faculty now exists. The primary need to implement this research initiative is released time for those faculty to formulate their joint research agenda and prepare research proposals; support for a few good graduate students; and some administrative support.

ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Faculty Additions*	72,000	72,000+	72,000+
Grad. Student Support**	30,000	30,000	30,000
Center Admin. Costs	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
TOTAL:	112,000	112,000+	112,000+

\*One full-time and part-time faculty to enable release time for faculty to pursue research activities.

\*\*Support for 3 assistants at \$3000 per year and 3 assistants at \$7000 per year.

GOAL: To consolidate the Institute's national reputation as a "think tank"/research center on Soviet and Eastern European Affairs and of East Asian Affairs. The

Institute should again fully fund its non-salary expenses by outside funds and strongly develop public outreach interests.

#### MEDICAL CENTER

The GWU Medical Center has its own research agenda under the direction of Associate Dean for Research, Michael Jackson. No attempt is made in this report to specify research foci in the Medical Center. The medical research agenda, both in scale and application, is large and distinct enough to merit a separate analysis. In this report we will simply note that three of the "University" programs overlap in research with the Medical Center.

- a) Genetics program
- b) Institute for Interactive Computer Graphics and Human-Computer Interfaces
- c) Biostatistics Center

Dean Jackson has expressed his willingness, if invited to do so, to further the Medical Center's participation in these programs.

#### SCHOOL OF GOVERNMENT AND BUSINESS ADMINISTRATION

The School of Government and Business Administration (SGBA) has not actively engaged in sponsored research. The level of remuneration for direct consulting would appear to be a major reason. The federal rule that salary support for research through the University shall not exceed 100% of academic salary eliminates the incentive for sponsored activity in business. Thus, very little of the income earned by SGBA faculty in consulting returns to the University.

A possible future solution to this general problem might be the establishment of a Business Faculty Associates, analogous in structure to that for the medical faculty but set up for bona fide research and consulting currently handled off campus. An intermediate step in such developments has recently been proposed by the Department of Business Administration. We feel this proposal if properly nurtured is capable of attaining an international research status as a center for the study of

international financial markets. We strongly recommend University backing for this initiative.

#### FINANCIAL MARKETS RESEARCH INSTITUTE

The mission of The Financial Markets Research Institute is to make a significant contribution to the body of knowledge in the fields of financial markets and institutional development, financial markets policy, investments and financial management by carrying out creative, applied and theoretical research of the highest academic standards and effectively disseminating the results through a variety of media. In pursuing this mission, the Institute also intends to accomplish the following objectives:

To enhance the reputation of The George Washington University and the School of Government and Business Administration as a primary source of research and analysis in the field of financial markets and financial institution management.

To provide GWU faculty members with an opportunity to receive financial and administrative support for research in the fields of study of interest to the Institute.

To provide SGBA doctoral students with an opportunity to receive financial support in the form of tuition and stipends; also, to provide doctoral students with dissertation research opportunities and support.

To enhance the SGBA curriculum by closely integrating the Institute's research with the teaching program, including the employment of students in sponsored projects and the use of research results for instructional purpose.

To increase the awareness of GWU among private and public sector organizations in the financial sector, thereby increasing their interest in recruiting GWU graduates.

To provide SGBA alumni with an additional vehicle for maintaining their ties with George Washington University.

The Research Institute will disseminate its work through several vehicles including but not limited to: 1) Occasional Paper Series; 2) Journals and Conferences; 3) Briefings to Sponsors; 4) Seminars and the Institute will publish a quarterly

newsletter to build visibility for the Institute and George Washington University, create awareness for the Institute's purpose and objectives and efficiently communicate key research findings.

In cooperation with the Office of Professional Education, the Institute may hold a small number of seminars each year at the University. The purpose of these seminars would be to provide serious interchange as well as to showcase the Institute and the University. Participants would vary depending on topic and format, but would include practitioners, regulators, academics and students.

The Institute is intended to be a self-supporting organization funded by annual contributions of \$15,000 from financial institutions, stock, options and futures exchanges and individual practitioners in the fields related to the Institute's areas of interest. Each contributor will be asked to serve on the Institute's Board of Trustees.

Contributions will be solicited directly by the Co-Directors of the Institute, initially Dr. Theodore Barnhill, Chairman of the Department of Business Administration and Dr. William Seale, Professor of Business Administration. One or more sponsorships may be offered without contribution to certain individuals who may be willing to contribute free time in lieu of money.

Although contributions from sustaining sponsors are expected to provide the majority of the funding for the Institute, smaller contributions will be accepted and, if deemed appropriate, actively solicited. In particular, it is requested that the Institute be authorized to make direct solicitations from SGBA alumni who graduated with degrees in finance and/or international business. We believe that these alumni would be most responsive to a fund-raising appeal to support research in their areas of specialization by faculty they studied under, know and respect.



## APPENDIX I

The enclosed Tables show information concerning funding expenditures and indirect cost recovery for sponsored programs, including both research and educational. There are two different approaches to showing amounts of awards. One is to show dollar volume of awards received during the fiscal year; the other is to show the dollar value of awards for all active projects during the fiscal year. In the latter case, the number tends to be greater for the obvious reason that awards received in the prior fiscal year still active are included. In both cases the funding for multiyear awards shows the funding only for the active period of the award--e.g. the funding for a five year award in its second year would be included only for the second year.

Table 1 shows proposals submitted and awards received in each of the fiscal years shown.

Table 2 shows dollar value of active awards for fiscal years 86-88 categorized by Schools and Departments.

Table 3 shows expenditures. The total expenditures have reached a high of \$33 million for FY88 compared to \$27.6 million for FY87 and \$24.1 million for FY86.

Table 4 shows indirect cost recovery by Schools. These totals differ from those shown in the University's Annual Report because direct cost participation in grants is not subtracted as is done in the Annual Report.

The George Washington University  
Sponsored Research

Table 1  
Proposals and Awards  
Dollar Volume by Fiscal Year

Fiscal Year	Proposals	Awards
1988	\$65,446,573	\$36,393,475
1987	\$51,332,772	\$29,473,874
1986	\$61,103,739	\$25,004,713
1985	\$43,890,509	\$20,455,240
1984	\$38,588,742	\$23,252,896

8/26/88

The George Washington University  
Sponsored Research

Table 2  
Award Amounts by School and Department

School	FY 88	Fiscal Year FY 87	FY 86
COLUMBIAN COLLEGE OF ARTS AND SCIENCES AND GRADUATE SCHOOL OF ARTS AND SCIENCES	\$8,442,428	\$7,814,134	\$7,017,972
Administrative Sciences	\$52,581	\$0	\$0
American Studies	\$0	\$45,955	\$45,955
Anthropology	\$99,911	\$89,076	\$89,076
Art	\$0	\$0	\$0
Biological Science	\$290,000	\$90,000	\$90,000
Center for Washington Area Studies*	\$15,000	--	--
Chemistry	\$368,214	\$482,172	\$505,172
Dean's Office	\$78,805	\$51,923	\$38,431
East Asian Studies	\$35,000	\$20,000	\$0
Economics	\$692,152	\$635,868	\$395,911
English	\$124,537	\$126,123	\$132,123
Geology	\$148,881	\$158,345	\$158,345
History	\$407,933	\$641,741	\$633,408
Mathematics	\$35,900	\$23,900	\$10,600
Philosophy	\$0	\$0	\$0
Physics	\$415,643	\$506,688	\$387,776
Political Communications Policy	\$9,274	\$0	\$0
Political Science	\$0	\$106,705	\$106,705
Psychology	\$177,332	\$166,603	\$164,722
Public Policy	\$0	\$94,491	\$94,491
Slavic Languages	\$58,630	\$58,630	\$58,630
Sociology	\$0	\$24,250	\$82,880
Statistics	\$5,432,635	\$4,404,787	\$3,936,870
Women's Studies	\$0	\$86,877	\$86,877
SCHOOL OF ENGINEERING AND APPLIED SCIENCES	\$9,471,112	\$7,475,478	\$6,430,913
Civil, Mechanical & Environmental Engineering	\$1,720,182	\$1,931,316	\$1,645,882
Dean's Office	\$3,476,830	\$1,484,559	\$1,325,759
Engineering Administration	\$2,130,657	\$1,150,967	\$783,154
Electrical Engineering & Computer Science	\$1,239,544	\$1,581,863	\$1,382,054
Operations Research	\$903,899	\$1,326,773	\$1,294,064

The George Washington University  
Sponsored Research

Table 2  
Award Amounts by School and Department

School	FY 88	Fiscal Year FY 87	FY 86
SCHOOL OF EDUCATION AND HUMAN DEVELOPMENT	\$3,558,160	\$2,951,529	\$3,690,667
Dean's Office	\$224,717	\$74,145	\$74,145
Educational Leadership	\$593,020	\$1,361,099	\$1,402,271
Human Kinetics and Leisure Studies	\$0	\$47,930	\$47,930
Teacher Preparation and Special Education	\$2,210,389	\$1,468,355	\$2,166,321
Human Services	\$530,034	\$0	\$0
ELLIOTT SCHOOL OF INTERNATIONAL AFFAIRS	\$969,290	\$1,092,384	\$1,020,808
Center for Washington Area Studies*	--	\$130,875	\$131,555
Dean's Office	\$82,740	\$43,000	\$43,000
Political Science	\$73,530	\$32,928	\$0
Science, Technology and Public Policy	\$578,903	\$565,581	\$503,325
Sino-Soviet Studies	\$234,117	\$320,000	\$342,928
SCHOOL OF GOVERNMENT AND BUSINESS ADMINISTRATION	\$505,937	\$160,063	\$143,379
Dean's Office	\$127,228	\$19,496	\$19,496
Health Services Administration	\$271,109	\$97,397	\$94,077
Management Science	\$10,050	\$0	\$0
Public Administration	\$97,550	\$43,170	\$29,806
NATIONAL LAW CENTER	\$177,315	\$242,072	\$248,072
DIVISION OF CONTINUING EDUCATION AND SUMMER SESSIONS	\$455,000	\$355,000	\$374,897
Dean's Office	\$455,000	\$355,000	\$374,897
VICE PRESIDENT FOR RESEARCH	\$3,834,929	\$3,316,648	\$2,916,286
Intergovernmental Health Policy Project	\$1,923,804	\$1,053,042	\$865,180
National Health Policy Forum	\$1,911,125	\$2,263,606	\$2,051,106

The George Washington University  
Sponsored Research

Table 2  
Award Amounts by School and Department

School	FY 88	Fiscal Year FY 87	FY 86
GELMAN LIBRARY	\$126,787	\$99,670	\$99,670
SUBTOTAL	\$27,540,958	\$23,506,978	\$21,942,664
MEDICAL SCHOOL	\$24,185,069	\$17,628,565	\$15,194,260
Anatomy	\$620,731	\$669,340	\$660,952
Anesthesiology	\$1,756,548	\$1,201,617	\$1,106,860
Biochemistry	\$3,700,414	\$2,788,074	\$2,586,165
Computer Medicine	\$0	\$0	\$0
Dean's Office	\$444,192	\$164,126	\$155,429
Dermatology	\$267,362	\$0	\$0
Emergency Medicine	\$14,994	\$14,994	\$70,000
Health Care Sciences	\$1,006,024	\$986,109	\$988,382
Hematology/Oncology	\$808,997	\$0	\$0
Medicine	\$5,846,805	\$5,320,427	\$3,123,966
Microbiology	\$725,296	\$595,019	\$464,517
Obstetrics/Gynecology	\$32,484	\$62,894	\$62,894
Orthosurgery	\$0	\$0	\$0
Pathology	\$874,583	\$465,237	\$443,701
Pharmacology	\$2,166,140	\$746,827	\$658,761
Physiology	\$637,341	\$534,672	\$443,883
Psychiatry	\$2,727,725	\$1,546,534	\$1,583,679
Radiology	\$2,555,433	\$2,418,596	\$2,730,972
Surgery	\$0	\$100,099	\$100,099
Urology	\$0	\$14,000	\$14,000
GRAND TOTAL	\$51,726,027	\$41,135,543	\$37,136,924

Note: This table summarizes the total current funding available during each FY, and thus the totals here exceed those in Table 1.

\*Beginning with FY 88, CWAS is affiliated with GSAS rather than ESIA.

The George Washington University  
Sponsored Research

Table 3  
Expenditures by School

School	FY 88	Fiscal Year FY 87	FY 86
Columbian College of Arts and Sciences and Graduate School of Arts and Sciences	\$6,531,842	\$5,052,643	\$4,407,719
School of Engineering and Applied Sciences	\$6,368,528	\$4,770,303	\$4,567,506
School of Education and Human Development	\$2,846,407	\$2,486,122	\$2,059,626
Elliott School of International Affairs	\$413,280	\$489,270	\$317,967
School of Government and Business Administration	\$248,899	\$163,226	\$121,898
National Law Center	\$118,317	\$198,605	\$163,779
Division of Continuing Education and Summer Sessions	\$305,831	\$319,732	\$308,524
Vice President for Research	\$1,810,299	\$1,591,505	\$466,388
Vice President for Academic Affairs	\$2,133	\$47,014	\$63,355
Vice President for Policy Studies and Special Projects*	\$0	\$0	\$1,049,322
SUBTOTAL	\$18,645,536	\$15,118,420	\$13,526,084
Medical Center	\$14,375,251	\$12,463,910	\$10,608,750
TOTAL	\$33,020,787	\$27,582,330	\$24,134,834

\*Beginning FY87, this function was transferred to the  
Vice President for Research.

8/26/88

The George Washington University  
Sponsored Research

Table 4  
Indirect Cost Recovery by School

School	FY 88	Fiscal Year FY 87	FY 86
Columbian College of Arts and Sciences and Graduate School of Arts and Sciences	\$839,237	\$737,709	\$733,227
School of Engineering and Applied Sciences	\$1,332,936	\$1,148,683	\$1,284,050
School of Education and Human Development	\$330,200	\$326,339	\$198,195
Elliott School of International Affairs	\$90,960	\$102,291	\$34,201
School of Government and Business Administration	\$15,712	\$10,963	\$9,966
National Law Center	\$0	\$21,368	\$9,321
Division of Continuing Education and Summer Sessions	\$94,991	\$84,371	\$85,388
Vice President for Research	\$290,764	\$302,131	\$117,194
Vice President for Academic Affairs	\$0	\$15,456	\$15,916
Vice President for Policy Studies and Special Projects*	\$0	\$0	\$224,948
SUBTOTAL	\$2,994,800	\$2,749,311	\$2,712,406
Medical Center	\$4,233,856	\$3,692,801	\$3,124,609
TOTAL	\$7,228,656	\$6,442,112	\$5,837,015

\*Beginning FY87, this function was transferred  
to the Vice President for Research.

8/26/88

## APPENDIX II

The estimated funds needed for a three year period for each of the specific programs discussed in the report are listed in this appendix. Footnotes provide explanations for selected funding categories. Table 5 shows the funds for each program. Table 6 provides an overall summary.



TABLE 5

ESTIMATED FUNDS NEEDED FOR RESEARCH PROGRAMS

## GENETICS PROGRAM

ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Faculty positions*	60,000	110,000	110,000+
Lab equip. & facilities	50,000	50,000	0
Fellowships**	48,000	96,000	96,000
	plus	plus	plus
	tuition	tuition	tuition
Administrative***	<u>22,000</u>	<u>24,000</u>	<u>24,000+</u>
TOTALS	180,000	280,000	230,000+

\*Including fringe benefits - hiring new faculty will be phased over two years.

\*\*Four new fellowships at \$12,000 each in 89-90 and 90-91 with a total of eight.

\*\*\*Support costs for the Director of the Program.

## INSTITUTE FOR MATERIALS RESEARCH

ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Technician	30,000	30,000+	30,000+
Equipment Cost Sharing	50,000	25,000	25,000
Grad. Student Support*	60,000	60,000	60,000
Clerical Support**	<u>15,000</u>	<u>15,000+</u>	<u>15,000+</u>
TOTAL:	155,000	130,000+	130,000+

\*To increase stipend support of graduate students.

\*\*Support to assist in administration related to research activities

# CENTER FOR NUCLEAR STUDIES

## ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Machinist	45,000	45,000+	45,000+
Support Staff	30,000	30,000+	30,000+
Grad. Student Support*	16,000	40,000	64,000
	plus	plus	plus
	tuition	tuition	tuition
Center Admin. Costs	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
TOTALS	106,000	130,000+	154,000+

\*To increase stipends of graduate student support for four students in 89-90 and add two per year, thereafter, to a total of eight in 91-92.

# INSTITUTE FOR RELIABILITY AND RISK ANALYSIS

## ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Faculty	35,000	35,000+	35,000+
Software Development	30,000	30,000	30,000
Grad. Student Support	30,000	30,000	30,000
	plus	plus	plus
	tuition	tuition	tuition
Visitors, Symposiums	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
TOTALS:	135,000	135,000+	135,000+

INSTITUTE FOR INTERACTIVE COMPUTER GRAPHICS AND HUMAN-COMPUTER  
INTERFACES

ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Graduate Student Support*	22,000	22,000	22,000
	plus	plus	plus
	tuition	tuition	tuition
Administrative Salaries	32,400	32,400+	32,400+
Seminars Series	20,000	20,000	20,000
Equipment Cost Sharing	<u>50,000</u>	<u>25,000</u>	<u>25,000</u>
TOTAL:	124,400	99,400+	99,400+

\*To increase graduate student support and provide summer support for two students.

SPACE POLICY INSTITUTE

ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Support Staff	18,200	18,200+	18,200+
Grad. Student Support*	14,000	28,000	28,000
	plus	plus	plus
	<u>tuition</u>	<u>tuition</u>	<u>tuition</u>
TOTALS	32,200	46,200+	46,200+

\*One fellowship awarded each year for two-year program.

INSTITUTE OF SINO-SOVIET STUDIES

ESTIMATED TOTAL FUNDS NEEDED:

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
Faculty Additions*	72,000	72,000+	72,000+
Grad. Student Support**	30,000	30,000	30,000
Center Admin. Costs	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
TOTAL:	112,000	112,000+	112,000+

\*One full-time and part-time faculty to enable release time for faculty to pursue research activities.

\*\*Support for 3 assistants at \$3000 per year and 3 assistants at \$7000 per year.

TABLE 6

## TOTALS FUNDS FOR RESEARCH PROGRAMS

	<u>89-90</u>	<u>90-91</u>	<u>91-92</u>
FACULTY	167,000	217,000+	217,000+
TECHNICIANS	75,000	75,000+	75,000+
EQUIPMENT & FACILITIES	150,000	100,000	50,000
FELLOWSHIPS	220,000	306,000	330,000
ADMINISTRATIVE SUPPORT	142,600	144,600	144,600
SOFTWARE DEVELOPMENT	30,000	30,000	30,000
VISITORS, SYMPOSIA	60,000	60,000	60,000
<u>TOTALS</u>	<u>844,600</u>	<u>932,600</u>	<u>906,600</u>

July 27, 1989

TO: Faculty Senate

FROM: Committee on Appointments, Salary, and Promotion Policies

SUBJECT: Report of Activities, 1988-1989.

1. The committee presented the Senate an Update of Data Relating to Resolution 87/1, "A Resolution Concerning Faculty Salaries", adopted May 1, 1987. This included the data for 1987-88 from the AAUP. As of this date, no administrative action has been taken, nor have we reached the appropriate levels of the AAUP scale.
2. A "market-basket" of schools for comparative purposes was adopted by the Senate. The market-basket included a selection of Universities that, in 3-5 years, we should be competitive with (in terms of quality of students & faculty, faculty salaries, faculty loads, quality of research, and overall reputation). Some schools were included that would be above GWU and some that would be below. This comparison group will enable committees to collect data on a more manageable sample than for all AAUP Category I Universities.
3. The committee discussed parking fees increases. A subcommittee reported on discussions with Asst. Treasurer Runyon; not only did the fees increased 10% last year, they will increase approximately 10% this year. V.P. Diehl spoke to the full committee and explained that the increases were necessary: a) for repairs, maintenance, and raises for parking personnel, and b) to keep the District Government happy (who are actively trying to discourage parking in D.C.).
4. A discussion of fringe benefits was held; as you know, as of this year we are permitted to pay our hospitalization insurance before taxes. V.P. French informed the committee that the administration has a committee currently reviewing all benefits and that when they have a product, it will be forwarded to this committee for review. Although there are two faculty members on the administrative reviewing committee, no member of this was invited to serve.
5. A report of all benefits currently available to retirees was prepared by the Personnel Department for the ASPP. This was presented to the Senate, thus insuring distribution to the entire faculty.

6. The executive committee forwarded parts of the "Report of the Special Committee on the Consolidation of the School of Public and International Affairs" for review. After due consideration, the committee did not find that any action should be taken by the ASPP.
7. Several editorial revisions of the Faculty Handbook were discussed. Since no substantive changes were included, they were not brought to the entire Senate for discussion.
8. As a product from the two-year discussion of issues raised by the potential uncapping of any retirement age, the committee prepared an almost final draft of an "Early Retirement Program for Tenured Faculty". This will be presented to the Senate for consideration early in the fall, 1989.

Chairman: Kirsch, Arthur D., Statistics

Abravanel, Eugene, Psychology

Block, Cheryl D., Law

Bowling, Lloyd S., Speech and Hearing

Cawley, James F., Health Care Sciences

Goldfarb, Robert S., Economics

Hill, Peter P., History

Katz, Irving J., Mathematics

Lader, Melvin P., Art

Ott, John E., HMO

Regnell, Joan R., Speech and Hearing

ex officio:

Diehl, Charles E., Vice President and Treasurer

French, Roderick S., Vice President for  
Academic Affairs

Johnson, William D., Provost

# Full Professor

	Market Basket School-Salary in Thousands			Dollar Change 1987-88	1988 All Ranks Fringe Benefits as % of Salary
	1986	1987	1988		
1. American	49.9	54.4	59.6	\$5,200	20
2. Brandeis	52.4	55.7	59.4	3,700	22
3. Boston U.	--	54.9	59.2	4,300	--
4. Carnegie-Mellon	60.1	63.4	67.0	3,600	23
5. Duke	57.4	62.2	66.0	3,800	21
6. Emory	--	56.7	60.2	3,500	23
7. Georgetown	60.9	64.3	66.5	2,200	24
8. New York U.	59.1	62.5	66.5	4,000	27
9. Northwestern	56.7	61.0	64.4	3,400	20
10. Tufts	51.2	55.5	59.0	3,500	25
11. Vanderbilt	54.7	59.7	63.2	3,500	24
12. Washington U.	51.2	55.3	58.2	2,900	21
13. George Washington	52.6	56.1	59.2	3,100	22
Average M-B	55.5	58.6	62.2	3,600	
AAUP 80%(1)		58.1	61.7	3,600	
60%(2)		53.1	56.4	3,300	
Local:					
George Mason		57.2	63.5	6,300	
U. MD.-Col. Park		55.8	60.5	4,700	

Source: Academe, AAUP.

ADK  
8/01/89



Associate Professor

	Market Basket School-Salary in Thousands			Dollar
	1986	1987	1988	Change 1987-88
1. American	36.9	39.8	43.4	\$3,600
2. Brandeis	37.8	40.1	42.3	2,200
3. Boston U.	--	40.9	43.9	3,000
4. Carnegie-Mellon	40.8	42.8	46.9	4,100
5. Duke	40.2	42.7	45.1	2,400
6. Emory	--	39.8	40.8	1,000
7. Georgetown	41.7	43.8	45.2	1,400
8. New York U.	40.4	42.4	45.5	3,100
9. Northwestern	38.4	41.0	44.1	3,100
10. Tufts	38.1	40.9	43.3	2,400
11. Vanderbilt	37.7	40.5	41.2	700
12. Washington U.	37.1	38.8	41.6	2,800
13. George Washington	37.9	40.4	42.3	1,900
Average M-B	39.2	41.1	43.5	2,400
AAUP 80%(1)		41.0	43.9	2,900
60%(2)		39.0	41.2	2,200
Local:				
George Mason		39.5	43.9	4,400
U. MD.- Col. Park		39.9	42.6	2,700

Source: Academe, AAUP.

Assistant Professor

	Market Basket School-Salary in Thousands			Dollar
	1986	1987	1988	Change 1987-88
1. American	31.0	32.7	35.9	\$3,200
2. Brandeis	29.5	32.2	34.2	2,000
3. Boston U.	--	32.5	33.9	1,400
4. Carnegie-Mellon	36.1	37.8	40.5	2,700
5. Duke	32.0	34.8	37.0	2,200
6. Emory	--	28.5	31.4	2,900
7. Georgetown	29.6	31.5	33.0	1,500
8. New York U.	34.5	37.1	38.6	1,500
9. Northwestern	34.4	37.0	38.9	1,900
10. Tufts	32.1	33.4	36.5	3,100
11. Vanderbilt	29.9	33.4	35.5	2,100
12. Washington U.	29.7	32.1	33.5	1,400
13. George Washington	29.4	32.2	34.7	2,500
Average M-B	32.0	33.5	35.7	2,200
AAUP 80%(1)		34.2	36.4	2,200
60%(2)		32.4	34.5	2,100
Local:				
George Mason		33.3	36.8	3,500
U. MD.-Col. Park		32.7	35.6	2,900

Source: Academe, AAUP.

Schools with  
FULL PROFESSORS AVERAGE SALARY \$59,000 Up  
1988 - 1989 Academe, AAUP

School	Salary	School	Salary
Harvard	79.3	SUNY - Albany	63.6
Stanford	74.9	George Mason	63.5
Cal. Tech	74.8	Vanderbilt	63.2
Yale	72.6	U of Michigan	62.9
MIT	71.6	Cornell	62.8
Princeton	71.4	Rensselaer	62.8
U of Pennsylvania	68.4	Rice	62.5
U Cal Berkeley	68.4	U Texas - Austin	61.9
Rutgers - Camden	68.4	U Cal - Davis	61.7
Columbia U.	68.3	SUNY - Binghamton	61.6
Rutgers - Newark	68.2	U of Connecticut	61.5
U of Chicago	67.7	Dartmouth	61.3
U Cal - L.A.	67.3	Harvey Mudd	61.3
Carnegie Mellon	67.0	Santa Clara	61.1
NYU	66.5	U Cal - Santa Cruz	60.8
Georgetown	66.5	Ohio State	60.8
Duke	66.0	U. Mass - Amherst	60.8
SUNY - Buffalo	66.0	Clarkson	60.6
U Cal - San Diego	65.9	U MD - Col. Park	60.5
Rutgers - New Brunswick	65.9	U Cal - Riverside	60.4
U of VA	65.9	U Rochester	60.4
Notre Dame	65.7	Emory	60.2
SUNY - Stony Brook	65.5	VPI	59.9
U of MD - Balt City	65.2	American	59.6
U of So Cal	64.9	Brandeis	59.4
N.J. Ins. Tech	64.6	Amherst	59.3
U Cal - Santa Barbara	64.5	<u>GWU</u>	59.2
U Cal - Irvine	64.5	Case W.R.	59.2
Johns Hopkins	64.4	Boston U.	59.2
Northwestern	64.4	Claremont Graduate	59.1
Brown	64.0	Fordham	59.1
		Tufts	59.0

THE GEORGE WASHINGTON UNIVERSITY  
Interdepartmental Memorandum

To: Professor Lilian Robinson, Chair, Faculty Senate Executive Committee

From: *Marvin S. Katzman*  
Marvin S. Katzman, Acting Faculty Co-Chair, Joint Committee of Faculty and Students

Re: Report of Spring 1989 activities

Date: August 23, 1989

This is a report of the Spring 1989 semester activities of the Joint Committee of Faculty and Students.

The following individuals were appointed to serve on the 1989 GW Award Selection Committee:

Cheryl Beil, Assistant Dean of Students, Chair  
Professor David McAleavey  
Professor Ernest Englander  
Ms. Rebecca Chembars  
Ms. Maureen Geraghty  
Ms. Tracey Early (returning member)

The main items of business discussed during the semester included the stipend policy and the Honor Code.

An early recommendation of the subcommittee that was appointed to review the stipend policy included these provisions:

1. The University should provide scholarships rather than awarding tuition stipends only. This would allow recipients to use the money for tuition, room, board, or other expenses, except books.

2. The following criteria were designated by the subcommittee for scholarship recipients:

a. Recipients should be members of chartered University organizations: The Program Board, Hatchet, Cherry Tree, Student Association, Governing Board, and Residence Hall Association.

b. Positions awarded scholarship should require significant expenditure of time on the part of the recipient.

c. There should be student involvement in the selection of someone for the position or in the case of publications, there should be student involvement in the recommendation of someone for the position.

The item was referred to an expanded subcommittee for further study in 1989-90.

The student subcommittee that had expressed an interest in formulating an initial set of proposals concerning the Honor Code sparked a lively discussion during the Spring 1989 semester. The students said they believed it would be best for them to submit the first set of proposals so that the initiative concerning the Honor Code would not seem like an administration inspired initiative, and thereby possibly incur the opposition of the student body. The subcommittee planned to continue its work through the year and its suggestions would be available by spring of 1990.

Members of the Committee:

Faculty Members

Robert N. Ganz, English  
Rachelle S. Heller, EECS  
Gary Johnson, Naval Science  
Max Ticktin, Classics  
Daniel Ullman, Mathematics  
Frederick Wolff, Medicine

ex officio:

Cheryl Beil, Asst. Dean of Students  
Robert A. Chernak, Vice President for Student  
and Academic Support Services  
Susan Kaplan, Assistant to the President  
Robert Kenny, Acting Dean of Columbian College  
of Arts and Sciences  
LeNorman J. Strong, Director of Marvin Center  
and Student Activities Office  
Annie Wooldridge, Special Assistant to the  
Vice President for Academic Affairs

Student Members:

Gregory Blue, Co-Chair  
Christopher Crowley  
Christian Downs  
Darren Gubernick  
Jon Kessler  
Randi Kushner  
Larry Weisberg

ex officio:

Ari Brose  
Norela Mokhtar  
John David Morris  
Raffi Terzian